

November 22, 2013

Mr. Gerald K. Kelley
First Deputy General Counsel
Massachusetts Bay Transportation Authority
Legal Department, 7th Floor
Ten Park Plaza
Boston, MA 02116-3974

Via Email and Hand Delivery

Re: MBTA's letter dated November 13, 2013 Re: MBTA Commuter Rail Procurement: Post Proposal Amendment to RFP No. 159-12 and Discussions Relating Thereto; Best and Final Offer Notice

Dear Mr. Kelley:

We are responding to your above-captioned letter and are hereby submitting a detailed response to the MBTA's "Request for the Best and Final Offer" contained within Section 3 of this letter.

Since we submitted our Proposal, on August 9, we have continued working to identify opportunities for additional savings for the cost effective provision of all MBTA's Commuter Rail Services. We are pleased to report that, as reflected in the attached FFP Form, MCS Forms and Addendum to Appendix C5.2 Detailed Back-up Information of our Proposal, we have found other opportunities to achieve such savings while still being fully responsive to the RFP and in line with our specific Plans which reflect our Vision for the MBTA Service and our pledge of a transparent working relationship with the MBTA. As you have read in our Proposal, we have encapsulated our Plans, our Vision and our pledge under the theme **Moving Further Together**. Guided by that theme, we will:

- Institute a **Safety Culture** and engage every one of our employees in the campaign to make the MBTA Service the safest in America
- Implement a comprehensive **Customer Service/Satisfaction** program in which all of our employees **Think Like a Passenger** at all times
- Establish and maintain a fully **Transparent** relationship with the MBTA, one which enables you to know everything you need to know about *your* service at all times
- Through better, more comprehensive **employee training and job satisfaction**, bring about a **Cultural Change** in service performance and quality
- Provide our workforce with **innovative tools and programs** to increase and improve **employee productivity, asset utilization, cost effectiveness and service convenience**

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- Establish a strong presence in **communities** served by MBTA trains and increase both DBE participation and the **diversity** of our workforce
- Work closely with the MBTA to reverse the disappointing ridership trends of the last decade and bring significant **ridership growth** to the service **within New England**

We thank you and your staff for the opportunity to submit our Best and Final Offer. We are looking forward to working with you.

Sincerely,

A handwritten signature in blue ink that reads "Stownsend." with a period at the end.

Steve H. Townsend
President

ADDENDUM TO APPENDIX C5.2 DETAILED BACK-UP INFORMATION TO OUR PROPOSAL

ASSUMPTIONS TO ACCOMPANY BEST AND FINAL OFFER (BAFO) ANNUAL FIRM FIXED PRICE (FFP) PROPOSAL FORM FROM PROPOSER KEOLIS COMMUTER SERVICES (KCS)

Action:

Reduced Contingency estimates for Service Level Agreements, On-Time Performance and Non On-Time Performance by a combined total of \$1,770,918 in Year 1.

Rationale:

KCS is committed to achieving a consistently superior level of performance in our operation and management of the MBTA commuter rail service. As a manifestation of that commitment, we are willing to assume a greater level of risk relative to the penalties associated with incidents of non-performance. Accordingly, KCS has undertaken a thorough analysis of our estimated costs associated with Service Level Agreements, On-Time Performance and Non On-Time Performance and, as a result of this analysis, have made the following reductions in those Year 1 prices:

- Service Level Agreements contingency reduced from \$1,411,875 to \$414,656
- On-Time Performance contingency reduced from \$1,834,393 to \$1,339,642
- Non On-Time Performance contingency reduced from \$767,183 to \$488,235

The rationale for these cost reductions, reflected on the FFP Proposal Form included in our BAFO, is consistent with and closely tied to the technical expertise and resources which we will apply to our Information Services Technology Plan. It is also founded on the close working relationship we anticipate with the MBTA in the development and the improved management of train operations and train crew personnel explained in detail in our Transportation Services Plan and the overall enhancements contained in the Mechanical Services Plan. All of these actions will contribute to our ability to attain enhanced performance levels and to lower our contingency expectations for instances of non-performance.

Action:

Reduce projected material costs for the MBTA's fleet of locomotives by \$738,990 in Year 1.

Rationale:

After careful review KCS believes that additional material cost savings due to improved equipment maintenance and utilization can be achieved. As described in detail in Section 4, Mechanical Services Plan, of our Operations and Management (O & M) Proposal, KCS will introduce into the MBTA commuter rail service a comprehensive Reliability Centered Maintenance program that will, when fully implemented, produce a 67% increase in Mean Distance Between Failures (MDBF) for locomotives and 50% for coaches. This lessened failure rate for the MBTA fleet will also be achieved through a continual focus on formal quality processes and an exhaustive analysis of every failure and equipment-attributable delay experienced during revenue service.

In addition, as described in Section 6, Transportation Services Plan, utilizing the operations modeling programs which we will be introducing into the MBTA Service, we will balance equipment utilization and mileage, implement more efficient equipment cycles, allow for the utilization of each trainset on no more than three lines and create the opportunity to provide the current level of service with at least two fewer train consists.

The combination of improved maintenance, fewer failures and more efficient utilization of the revenue fleet have enabled us to carefully reconsider this estimated locomotive material cost and to reduce it from \$6,065,333 to \$5,326,343 for Year 1.

Action:

Various cost reductions due to a re-evaluation of several cost factors included in our Price Proposal, including structural work on bridges in the commuter territory, external legal fees and profit.

Rationale:

1. A careful review of the schedule of the MBTA's anticipated capital program for various bridges throughout the commuter territory has enabled us to lower our estimated costs for remedial work that would necessarily have to be done on those structures prior to the onset of capital work by \$208,000 in Year 1.
2. A similar review of our anticipated external legal costs has led to a reduction in that estimated price of \$260,000 in Year 1.
3. Finally, KCS has lowered its anticipated profit margin.

Action:

Reduction in KCS's estimated base year cost of healthcare benefits.

Rationale:

KCS has lowered its anticipated cost of base year healthcare benefits per employee based on updated pricing from our industry experts. This reduces our cost by \$312,360 in Year 1 without changing the employee benefit plans. KCS is committed to providing employees with the same benefits currently in place.

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 1 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Admin/HR

General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	\$ 315,085.00		19.7%		\$ 377,131
Chief Engineer	Direct Labor	1	1	\$ 194,302.42		17.7%		\$ 228,760
Chief Transportation Officer	Direct Labor	1	1	\$ 189,051.00		27.7%		\$ 241,370
Customer Service Manager	Direct Labor	1	1	\$ 225,179.18		24.6%		\$ 280,486
Chief Mechanical Officer	Direct Labor	1	1	\$ 195,392.61		26.2%		\$ 246,511
Director - Finance, Accounting, and Administration	Direct Labor	1	1	\$ 213,285.08		24.7%		\$ 265,883
Manager - Safety	Direct Labor	1	1	\$ 179,157.33		28.2%		\$ 229,719
Manager - Quality	Direct Labor	1	1	\$ 157,542.50		31.6%		\$ 207,256
Legal and Compliance	Direct Labor	4	1	\$ 138,382.44		31.0%		\$ 725,240
Other Managers	Direct Labor	8	1	\$ 120,915.91		35.6%		\$ 1,311,969
Accounts/Payroll	Direct Labor	8	1	\$ 73,164.05		45.0%		\$ 848,465
IT, Data Analysis & Reporting	Direct Labor	14	1	\$ 94,997.61		43.0%		\$ 1,901,694
Planning and Performance Monitoring/Management	Direct Labor	3	1	\$ 99,832.58		43.5%		\$ 429,863
Sales/Marketing/Publicity	Direct Labor	-	1	\$ -		-		\$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	\$ 96,047.89		45.0%		\$ 278,501
Human Resources and Training & Qualification	Direct Labor	8	1	\$ 82,376.97		41.9%		\$ 935,086
Safety and Security	Direct Labor	7	1	\$ 73,154.92		45.8%		\$ 693,240
Claims Management	Direct Labor	2	1	\$ 105,084.00		41.5%		\$ 297,346
Contracts and Procurement	Direct Labor	6	1	\$ 76,370.66		45.7%		\$ 667,785
Environmental Engineering	Direct Labor	1	1	\$ 82,889.41		49.1%		\$ 123,623
Materials Management	Direct Labor	16	2,080	\$ 25.42	\$ 96,195	51.6%		\$ 1,378,797
Accessibility	Direct Labor	1	1	\$ 100,290.51		43.7%		\$ 144,125
Clerical Support	Direct Labor	24	2,080	\$ 25.49	\$ 143,985	50.3%		\$ 2,056,999
Claims and Insurance	Service	-	1				\$ 2,905,273	\$ 2,905,273
Legal & Professional Fees	Service	-	1				\$ 1,416,731	\$ 1,416,731
Office Supplies & Services	Service	-	1				\$ 878,624	\$ 878,624
Office Cleaning	Service	-	1				\$ 71,427	\$ 71,427
Telcoms	Service	-	1				\$ -	\$ -
Uniforms & Protective Clothing	Materials	-	1				\$ 530,160	\$ 530,160
Training	Service	-	1				\$ 1,217,528	\$ 1,217,528
Safety, Security and Quality	Service	-	1				\$ 1,970,180	\$ 1,970,180
Service Level Agreements contingency	Service	-	1				\$ 414,656	\$ 414,656
Sub Total - Admin/HR		112						\$ 23,274,427

Stations, Retail and Public Information

Management	Direct Labor	5	1	\$ 75,679.81		34.4%		\$ 508,451
Customer Service / Help Desk	Direct Labor	13	2,080	\$ 25.12	\$ 137,823	50.3%		\$ 1,158,732
Announcements	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Ticketing and Retail	Direct Labor	22	2,080	\$ 26.16	\$ 236,990	46.7%		\$ 1,992,472
Cashier	Direct Labor	4	2,080	\$ 27.98	\$ 39,589	41.2%		\$ 368,178

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

			Category	Direct Labor Costs					Non-Labor Costs	Year 1 Total \$ (12 months)
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
			select	#	#	\$ or \$/hr	\$	%	\$	\$
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Revenue Protection	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Cash Collection	Service	-	1				\$ -	\$ -
Marketing & Timetables	Service	-	1				\$ 317,907	\$ 317,907
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Stations, Retail, Public Information		44						\$ 4,345,740

Transportation Services

Management	Direct Labor	4	1	\$ 123,302.48		33.8%		\$ 659,709
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	\$ 129,966.78		35.7%		\$ 705,343
Rules Examiners	Direct Labor	3	1	\$ 87,278.59		39.9%		\$ 366,344
Engineers/Drivers	Direct Labor	165	2,080	\$ 42.21	\$ 5,622,310	33.2%		\$ 24,915,366
Conductors	Direct Labor	167	2,080	\$ 35.24	\$ 4,852,070	38.0%		\$ 21,740,748
Asst Conductors	Direct Labor	198	2,080	\$ 33.14	\$ 2,462,339	43.1%		\$ 21,992,172
Trainee Drivers	Direct Labor	12	2,080	\$ 39.50	\$ 414,693	34.8%		\$ 1,743,950
Crew Dispatcher	Direct Labor	38	2,080	\$ 35.56	\$ -	43.6%		\$ 4,035,896
Train Dispatch / Trainmasters	Direct Labor	25	1	\$ 92,131.96		45.7%		\$ 3,355,330
Road Foremen / Block Operator	Direct Labor	13	2,080	\$ 29.73	\$ -	49.3%		\$ 1,200,405
Train Crew Utilization/Rostering	Direct Labor	20	2,080	\$ 33.04	\$ -	45.3%		\$ 1,997,131
Special Trains (60)	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
On-Time Performance contingency	Service	-	1				\$ 1,339,642	\$ 1,339,642
Non On-Time Performance contingency	Service	-	1				\$ 488,235	\$ 488,235
Sub Total - Transportation Services		649						\$ 84,540,270

Mechanical Services

Management incl Superintendents	Direct Labor	19	1	\$ 110,147.17		37.1%		\$ 2,868,591
Technical Services, Quality, Special Projects	Direct Labor	11	1	\$ 86,452.49		40.0%		\$ 1,330,980
Fitters/Mechanics	Direct Labor	206	2,080	\$ 27.35	\$ 5,499,899	43.3%		\$ 22,291,302
Electricians	Direct Labor	118	2,080	\$ 28.65	\$ 3,614,748	41.6%		\$ 13,572,594
Foremen	Direct Labor	66	2,080	\$ 31.85	\$ 2,012,367	40.2%		\$ 8,143,472
Laborer/Other	Direct Labor	40	2,080	\$ 23.53	\$ 1,133,669	46.3%		\$ 3,997,338
Cleaning	Direct Labor	103	2,080	\$ 19.86	\$ 2,127,634	52.2%		\$ 8,602,606
Locos	Materials	-	1				\$ 5,326,343	\$ 5,326,343
Control Trailers	Materials	-	1				\$ 2,205,444	\$ 2,205,444
Trailers	Materials	-	1				\$ 5,974,961	\$ 5,974,961
Non-Revenue Fleet	Materials	-	1				\$ 1,327,323	\$ 1,327,323
Mid-life Overhauls of Traction Motors	Service	-	1				\$ -	\$ -
Corrective Work	Service	-	1				\$ -	\$ -
Mechanical Sheet Metal Worker	Direct Labor	28	2,080	\$ 27.59	\$ -	49.3%	\$ -	\$ 2,399,661
Spare	Spare							\$ -
Spare	Spare							\$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

			Category	Direct Labor Costs				Non-Labor Costs	Year 1 Total \$ (12 months)	
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)		Service, Materials, or Utility Cost
select			#	#	\$ or \$/hr	\$	%	\$	\$	
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Sub Total - Mechanical Services	591	\$ 78,040,616
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Engineering Services

Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	\$ 114,995.12		39.1%		\$ 799,737
Force Account - Construction, Project Management	Direct Labor	-	1	\$ -		-		\$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	\$ 85,663.42		48.0%		\$ 633,707
Track and Work Equipment	Direct Labor	8	1	\$ 84,540.71		47.4%		\$ 997,114
Communications & Signalling	Direct Labor	16	1	\$ 91,131.27		42.1%		\$ 2,071,477
Bridges, Buildings & Structures	Direct Labor	6	1	\$ 83,523.65		45.0%		\$ 726,600
Facilities	Direct Labor	3	1	\$ 85,600.54		40.2%		\$ 360,053
Administration	Direct Labor	3	1	\$ 73,624.16		43.8%		\$ 317,606
Trackman / Laborer	Direct Labor	56	2,080	\$ 25.60	\$ 779,031	45.6%		\$ 5,143,638
Asst Foreman Track	Direct Labor	36	2,080	\$ 28.14	\$ 889,778	43.4%		\$ 3,890,146
Foreman Track	Direct Labor	27	2,080	\$ 30.44	\$ 848,979	41.3%		\$ 3,265,458
Foreman II	Direct Labor	17	2,080	\$ 33.41	\$ 522,628	39.2%		\$ 2,166,563
Welding Foreman	Direct Labor	3	2,080	\$ 30.32	\$ 70,507	42.9%		\$ 340,795
Welders	Direct Labor	18	2,080	\$ 28.42	\$ 343,023	45.1%		\$ 1,886,791
Work Equipment Operator	Direct Labor	22	2,080	\$ 28.12	\$ 618,960	43.2%		\$ 2,475,860
Signal Inspector	Direct Labor	17	2,080	\$ 35.32	\$ 372,986	40.4%		\$ 2,126,229
Electrical/ Electronic Technician	Direct Labor	26	2,080	\$ 31.24	\$ 518,888	41.5%		\$ 2,913,025
Roadway Mechanic	Direct Labor	4	2,080	\$ 31.85	\$ 79,179	42.8%		\$ 457,448
Truck Driver	Direct Labor	21	2,080	\$ 25.31	\$ 512,099	46.0%		\$ 2,143,726
B&B Mechanic	Direct Labor	57	2,080	\$ 27.96	\$ 1,166,990	44.6%		\$ 5,960,327
B&B Foreman	Direct Labor	26	2,080	\$ 31.12	\$ 800,256	41.1%		\$ 3,174,096
Watchman	Direct Labor	10	2,080	\$ 23.71	\$ 124,373	48.1%		\$ 854,730
Machinist	Direct Labor	29	2,080	\$ 27.11	\$ 682,393	43.2%		\$ 3,024,189
Electrician	Direct Labor	22	2,080	\$ 29.85	\$ 353,145	42.6%		\$ 2,301,526
Sheet Metal Worker	Direct Labor	15	2,080	\$ 27.09	\$ 152,188	48.6%		\$ 1,408,003
Asst Foreman NY	Direct Labor	5	2,080	\$ 32.20	\$ 165,030	39.7%		\$ 632,912
Night Test Foreman	Direct Labor	2	2,080	\$ 36.80	\$ 42,641	39.5%		\$ 256,103
Signal Maintainer	Direct Labor	63	2,080	\$ 29.46	\$ 304,746	47.7%		\$ 6,009,769
Signal Operations	Direct Labor	23	2,080	\$ 27.30	\$ 349,151	44.6%		\$ 2,238,297
Drawbridge Operations	Direct Labor	9	2,080	\$ 25.95	\$ 193,967	46.2%		\$ 904,324
Radio System Maintenance	Direct Labor	5	2,080	\$ 34.37	\$ 68,244	42.6%		\$ 577,855
Signaling Inspection	Service	-	1				\$ 114,400	\$ 114,400
Signal Maintenance	Service	-	1				\$ 1,055,600	\$ 1,055,600
Comms (PABX, Radio)	Service	-	1				\$ 145,600	\$ 145,600
Structures Inspection (Bridges and Track Structures)	Service	-	1				\$ 879,320	\$ 879,320
Station Cleaning and Maintenance	Service	-	1				\$ 1,723,416	\$ 1,723,416
Depot Maintenance	Service	-	1				\$ 2,311,516	\$ 2,311,516

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

			Category	Direct Labor Costs				Non-Labor Costs	Year 1 Total \$ (12 months)	
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)		Service, Materials, or Utility Cost
		select	#	#	\$ or \$/hr	\$	%	\$	\$	
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Rolling stock support equipment replacement plan	Major maint/cap	-	1				\$ 100,000	\$ 100,000
Track Inspection & Response	Service	-	1				\$ 1,387,360	\$ 1,387,360
Maintenance of Way (Planned Work)	Major maint/cap	-	1				\$ 11,817,850	\$ 11,817,850
Road Vehicles (equivalent lease rate)	Materials	-	1				\$ 2,723,653	\$ 2,723,653
Positive Train Control	Materials	-	1				\$ -	\$ -
Janitorial Services & Expenses	Service	-	1				\$ 828,421	\$ 828,421
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Engineering Services		560						\$ 83,145,238

Environmental Services and Utilities

Electricity	Utilities	-	1				\$ 8,292,375	\$ 8,292,375
Water/Sewerage	Utilities	-	1				\$ 328,433	\$ 328,433
Waste/Trash Removal	Service	-	1				\$ 2,257,105	\$ 2,257,105
Winterisation	Service	-	1				\$ 288,601	\$ 288,601
Gas	Utilities	-	1				\$ 1,614,280	\$ 1,614,280
Environmental Services	Service	-	1				\$ 3,535,510	\$ 3,535,510
Fuel	Utilities	-	1				\$ 2,224,078	\$ 2,224,078
Sub Total - Environmental Services and Utilities		-						\$ 18,540,381

Station and Security - General

Station Security	Service	-	1				\$ -	\$ -
Depot Security	Service	-	1				\$ -	\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Station and Security - General		-						\$ -

Sub Total - Net Annual Fee (before Profit)		1,955						\$ 291,886,672
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Profit

Profit	Profit						\$ -	\$ -
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Net Annual Fee							Year 1:	\$ 291,886,672
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Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

			Category	Direct Labor Costs				Non-Labor Costs	Year 2 Total \$ (12 months)	
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)		Service, Materials, or Utility Cost
		select	#	#	\$ or \$/hr	\$	%	\$	\$	
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%	\$ 130,000	
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%	\$ 1,285,974	
		Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	

Admin/HR

General Manager and Primary Direct Reports									
	General Manager	Direct Labor	1	1	\$ 322,962.13		19.9%		\$ 387,362
	Chief Engineer	Direct Labor	1	1	\$ 199,159.98		17.8%		\$ 234,590
	Chief Transportation Officer	Direct Labor	1	1	\$ 193,777.28		28.1%		\$ 248,189
	Customer Service Manager	Direct Labor	1	1	\$ 230,808.65		24.9%		\$ 288,283
	Chief Mechanical Officer	Direct Labor	1	1	\$ 200,277.43		26.6%		\$ 253,502
	Director - Finance, Accounting, and Administration	Direct Labor	1	1	\$ 218,617.20		25.0%		\$ 273,358
	Manager - Safety	Direct Labor	1	1	\$ 183,636.26		28.7%		\$ 236,271
	Manager - Quality	Direct Labor	1	1	\$ 161,481.06		32.0%		\$ 213,222
	Legal and Compliance	Direct Labor	4	1	\$ 141,842.00		31.4%		\$ 745,780
	Other Managers	Direct Labor	8	1	\$ 123,938.81		36.1%		\$ 1,349,928
	Accounts/Payroll	Direct Labor	8	1	\$ 74,993.15		45.7%		\$ 874,373
	IT, Data Analysis & Reporting	Direct Labor	14	1	\$ 97,372.55		43.7%		\$ 1,959,234
	Planning and Performance Monitoring/Management	Direct Labor	3	1	\$ 102,328.40		44.3%		\$ 442,894
	Sales/Marketing/Publicity	Direct Labor	-	1	\$ -		-		\$ -
	Labor Relations / Equal Op & Div	Direct Labor	2	1	\$ 98,449.08		45.7%		\$ 286,935
	Human Resources and Training & Qualification	Direct Labor	8	1	\$ 84,436.40		42.6%		\$ 963,246
	Safety and Security	Direct Labor	7	1	\$ 74,983.79		46.6%		\$ 714,505
	Claims Management	Direct Labor	2	1	\$ 107,711.10		42.2%		\$ 306,334
	Contracts and Procurement	Direct Labor	6	1	\$ 78,279.93		46.6%		\$ 688,392
	Environmental Engineering	Direct Labor	1	1	\$ 84,961.65		50.0%		\$ 127,465
	Materials Management	Direct Labor	16	2,080	\$ 26.13	\$ 99,644	52.8%		\$ 1,428,238
	Accessibility	Direct Labor	1	1	\$ 102,797.77		44.4%		\$ 148,481
	Clerical Support	Direct Labor	24	2,080	\$ 26.25	\$ 139,580	51.5%		\$ 2,124,893
	Claims and Insurance	Service	-	1				\$ 2,973,571	\$ 2,973,571
	Legal & Professional Fees	Service	-	1				\$ 1,246,960	\$ 1,246,960
	Office Supplies & Services	Service	-	1				\$ 899,153	\$ 899,153
	Office Cleaning	Service	-	1				\$ 73,106	\$ 73,106
	Telcoms	Service	-	1				\$ -	\$ -
	Uniforms & Protective Clothing	Materials	-	1				\$ 545,951	\$ 545,951
	Training	Service	-	1				\$ 987,442	\$ 987,442
	Safety, Security and Quality	Service	-	1				\$ 736,606	\$ 736,606
	Service Level Agreements contingency	Service	-	1				\$ 552,875	\$ 552,875
	Sub Total - Admin/HR		112						\$ 22,311,142

Stations, Retail and Public Information

Management	Direct Labor	5	1	\$ 77,571.80		34.7%		\$ 522,554
Customer Service / Help Desk	Direct Labor	13	2,080	\$ 26.05	\$ 143,711	51.1%		\$ 1,208,237
Announcements	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Ticketing and Retail	Direct Labor	22	2,080	\$ 27.25	\$ 247,944	47.3%		\$ 2,084,565
Cashier	Direct Labor	4	2,080	\$ 28.67	\$ 40,817	42.0%		\$ 379,599

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 2 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	\$
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Revenue Protection	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Cash Collection	Service	-	1				\$ -	\$ -
Marketing & Timetables	Service	-	1				\$ 325,377	\$ 325,377
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Stations, Retail, Public Information		44						\$ 4,520,331

Transportation Services

Management	Direct Labor	4	1	\$ 126,385.04		34.2%		\$ 678,683
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	\$ 133,215.95		36.3%		\$ 726,113
Rules Examiners	Direct Labor	3	1	\$ 89,460.55		40.5%		\$ 377,076
Engineers/Drivers	Direct Labor	165	2,080	\$ 43.34	\$ 5,334,785	34.2%		\$ 25,275,170
Conductors	Direct Labor	167	2,080	\$ 36.12	\$ 4,602,800	39.3%		\$ 22,079,391
Asst Conductors	Direct Labor	198	2,080	\$ 34.49	\$ 2,327,863	43.9%		\$ 22,768,645
Trainee Drivers	Direct Labor	12	2,080	\$ 40.83	\$ 390,775	35.9%		\$ 1,775,652
Crew Dispatcher	Direct Labor	38	2,080	\$ 36.61	\$ -	44.4%		\$ 4,132,151
Train Dispatch / Trainmasters	Direct Labor	25	1	\$ 94,435.26		46.4%		\$ 3,457,411
Road Foremen / Block Operator	Direct Labor	13	2,080	\$ 30.48	\$ -	50.4%		\$ 1,239,687
Train Crew Utilization/Rostering	Direct Labor	20	2,080	\$ 34.19	\$ -	46.0%		\$ 2,076,867
Special Trains (60)	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
On-Time Performance contingency	Service	-	1				\$ 1,303,727	\$ 1,303,727
Non On-Time Performance contingency	Service	-	1				\$ 486,606	\$ 486,606
Sub Total - Transportation Services		648						\$ 86,377,179

Mechanical Services

Management incl Superintendents	Direct Labor	19	1	\$ 112,900.85		37.6%		\$ 2,952,714
Technical Services, Quality, Special Projects	Direct Labor	11	1	\$ 88,613.80		40.5%		\$ 1,369,838
Fitters/Mechanics	Direct Labor	206	2,080	\$ 28.13	\$ 5,761,184	44.0%		\$ 23,101,754
Electricians	Direct Labor	118	2,080	\$ 29.36	\$ 3,729,034	42.5%		\$ 13,995,477
Foremen	Direct Labor	66	2,080	\$ 32.67	\$ 2,128,731	40.8%		\$ 8,442,332
Laborer/Other	Direct Labor	40	2,080	\$ 24.27	\$ 1,148,745	47.3%		\$ 4,123,563
Cleaning	Direct Labor	103	2,080	\$ 20.87	\$ 2,334,896	52.3%		\$ 9,144,748
Locos	Materials	-	1				\$ 5,607,116	\$ 5,607,116
Control Trailers	Materials	-	1				\$ 2,245,145	\$ 2,245,145
Trailers	Materials	-	1				\$ 5,775,839	\$ 5,775,839
Non-Revenue Fleet	Materials	-	1				\$ 1,379,499	\$ 1,379,499
Mid-life Overhauls of Traction Motors	Service	-	1				\$ -	\$ -
Corrective Work	Service	-	1				\$ -	\$ -
Mechanical Sheet Metal Worker	Direct Labor	28	2,080	\$ 28.28	\$ -	50.5%	\$ -	\$ 2,478,350
Spare	Spare							\$ -
Spare	Spare							\$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

			Category	Direct Labor Costs				Non-Labor Costs	Year 2 Total \$ (12 months)	
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)		Service, Materials, or Utility Cost
				select	#	#	\$ or \$/hr	\$		%
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Sub Total - Mechanical Services	591	\$ 80,616,375
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Engineering Services

Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	\$ 117,870.00		39.8%		\$ 823,632
Force Account - Construction, Project Management	Direct Labor	-	1	\$ -		-		\$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	\$ 87,805.00		48.8%		\$ 653,335
Track and Work Equipment	Direct Labor	8	1	\$ 86,654.23		48.3%		\$ 1,028,224
Communications & Signalling	Direct Labor	16	1	\$ 93,409.55		42.8%		\$ 2,133,508
Bridges, Buildings & Structures	Direct Labor	6	1	\$ 85,611.75		45.7%		\$ 748,605
Facilities	Direct Labor	3	1	\$ 87,740.56		40.8%		\$ 370,679
Administration	Direct Labor	3	1	\$ 75,464.77		44.5%		\$ 327,117
Trackman / Laborer	Direct Labor	56	2,080	\$ 26.32	\$ 753,109	46.8%		\$ 5,275,495
Asst Foreman Track	Direct Labor	36	2,080	\$ 28.81	\$ 914,864	44.3%		\$ 4,004,820
Foreman Track	Direct Labor	27	2,080	\$ 31.15	\$ 866,434	42.2%		\$ 3,355,014
Foreman II	Direct Labor	17	2,080	\$ 34.21	\$ 526,355	40.1%		\$ 2,221,460
Welding Foreman	Direct Labor	3	2,080	\$ 31.03	\$ 72,040	43.8%		\$ 350,507
Welders	Direct Labor	18	2,080	\$ 29.13	\$ 337,447	46.3%		\$ 1,932,679
Work Equipment Operator	Direct Labor	22	2,080	\$ 28.76	\$ 613,454	44.4%		\$ 2,535,084
Signal Inspector	Direct Labor	17	2,080	\$ 36.17	\$ 369,547	41.4%		\$ 2,178,155
Electrical/ Electronic Technician	Direct Labor	26	2,080	\$ 32.02	\$ 509,514	42.5%		\$ 2,980,542
Roadway Mechanic	Direct Labor	4	2,080	\$ 32.61	\$ 80,751	43.7%		\$ 470,594
Truck Driver	Direct Labor	21	2,080	\$ 25.95	\$ 508,548	47.3%		\$ 2,194,777
B&B Mechanic	Direct Labor	57	2,080	\$ 28.57	\$ 1,144,456	45.9%		\$ 6,085,687
B&B Foreman	Direct Labor	26	2,080	\$ 31.84	\$ 813,912	42.0%		\$ 3,258,569
Watchman	Direct Labor	10	2,080	\$ 24.42	\$ 121,042	49.3%		\$ 879,650
Machinist	Direct Labor	29	2,080	\$ 28.00	\$ 686,942	44.1%		\$ 3,120,292
Electrician	Direct Labor	22	2,080	\$ 30.60	\$ 344,221	43.7%		\$ 2,356,347
Sheet Metal Worker	Direct Labor	15	2,080	\$ 27.77	\$ 145,417	49.9%		\$ 1,444,285
Asst Foreman NY	Direct Labor	5	2,080	\$ 33.00	\$ 165,522	40.8%		\$ 648,591
Night Test Foreman	Direct Labor	2	2,080	\$ 37.72	\$ 42,408	40.4%		\$ 262,710
Signal Maintainer	Direct Labor	63	2,080	\$ 30.20	\$ 291,211	48.8%		\$ 6,184,898
Signal Operations	Direct Labor	23	2,080	\$ 28.23	\$ 340,965	45.6%		\$ 2,307,817
Drawbridge Operations	Direct Labor	9	2,080	\$ 26.58	\$ 204,026	47.1%		\$ 936,127
Radio System Maintenance	Direct Labor	5	2,080	\$ 35.23	\$ 67,148	43.6%		\$ 593,115
Signaling Inspection	Service	-	1				\$ 118,976	\$ 118,976
Signal Maintenance	Service	-	1				\$ 1,097,824	\$ 1,097,824
Comms (PABX, Radio)	Service	-	1				\$ 151,424	\$ 151,424
Structures Inspection (Bridges and Track Structures)	Service	-	1				\$ 914,493	\$ 914,493
Station Cleaning and Maintenance	Service	-	1				\$ 1,768,871	\$ 1,768,871
Depot Maintenance	Service	-	1				\$ 1,965,397	\$ 1,965,397

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 2 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Rolling stock support equipment replacement plan	Major maint/cap	-	1				\$ 100,000	\$ 100,000
Track Inspection & Response	Service	-	1				\$ 1,393,101	\$ 1,393,101
Maintenance of Way (Planned Work)	Major maint/cap	-	1				\$ 12,286,564	\$ 12,286,564
Road Vehicles (equivalent lease rate)	Materials	-	1				\$ 2,267,595	\$ 2,267,595
Positive Train Control	Materials	-	1				\$ -	\$ -
Janitorial Services & Expenses	Service	-	1				\$ 847,889	\$ 847,889
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Engineering Services			560					\$ 84,574,447

Environmental Services and Utilities

Electricity	Utilities	-	1				\$ 8,582,608	\$ 8,582,608
Water/Sewerage	Utilities	-	1				\$ 339,928	\$ 339,928
Waste/Trash Removal	Service	-	1				\$ 2,354,222	\$ 2,354,222
Winterisation	Service	-	1				\$ 295,383	\$ 295,383
Gas	Utilities	-	1				\$ 1,670,779	\$ 1,670,779
Environmental Services	Service	-	1				\$ 3,451,332	\$ 3,451,332
Fuel	Utilities	-	1				\$ 2,325,776	\$ 2,325,776
Sub Total - Environmental Services and Utilities			-					\$ 19,020,029

Station and Security - General

Station Security	Service	-	1				\$ -	\$ -
Depot Security	Service	-	1				\$ -	\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Station and Security - General			-					\$ -

Sub Total - Net Annual Fee (before Profit)			1,954					\$ 297,419,503
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Profit

Profit	Profit						\$ 10,011,217	\$ 10,011,217
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Net Annual Fee							Year 2:	\$ 307,430,720
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Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

			Category	Direct Labor Costs				Non-Labor Costs	Year 3 Total \$ (12 months)	
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)		Service, Materials, or Utility Cost
		select	#	#	\$ or \$/hr	\$	%	\$	\$	
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Admin/HR

General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	\$ 331,036.18		20.2%		\$ 397,887
Chief Engineer	Direct Labor	1	1	\$ 204,138.98		17.8%		\$ 240,565
Chief Transportation Officer	Direct Labor	1	1	\$ 198,621.71		28.5%		\$ 255,218
Customer Service Manager	Direct Labor	1	1	\$ 236,578.87		25.2%		\$ 296,314
Chief Mechanical Officer	Direct Labor	1	1	\$ 205,284.36		27.0%		\$ 260,706
Director - Finance, Accounting, and Administration	Direct Labor	1	1	\$ 224,082.63		25.4%		\$ 281,059
Manager - Safety	Direct Labor	1	1	\$ 188,227.17		29.1%		\$ 243,025
Manager - Quality	Direct Labor	1	1	\$ 165,518.09		32.5%		\$ 219,377
Legal and Compliance	Direct Labor	4	1	\$ 145,388.05		31.9%		\$ 766,947
Other Managers	Direct Labor	8	1	\$ 127,037.28		36.7%		\$ 1,389,401
Accounts/Payroll	Direct Labor	8	1	\$ 76,867.98		46.5%		\$ 901,151
IT, Data Analysis & Reporting	Direct Labor	14	1	\$ 99,806.87		44.5%		\$ 2,018,699
Planning and Performance Monitoring/Management	Direct Labor	3	1	\$ 104,886.61		45.0%		\$ 456,363
Sales/Marketing/Publicity	Direct Labor	-	1	\$ -		-		\$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	\$ 100,910.31		46.5%		\$ 295,655
Human Resources and Training & Qualification	Direct Labor	8	1	\$ 86,547.31		43.3%		\$ 992,334
Safety and Security	Direct Labor	7	1	\$ 76,858.39		47.4%		\$ 736,487
Claims Management	Direct Labor	2	1	\$ 110,403.88		42.9%		\$ 315,622
Contracts and Procurement	Direct Labor	6	1	\$ 80,236.93		47.4%		\$ 709,699
Environmental Engineering	Direct Labor	1	1	\$ 87,085.69		50.9%		\$ 131,441
Materials Management	Direct Labor	16	2,080	\$ 27.00	\$ 103,623	53.8%		\$ 1,485,269
Accessibility	Direct Labor	1	1	\$ 105,367.71		45.2%		\$ 152,985
Clerical Support	Direct Labor	24	2,080	\$ 26.96	\$ 133,723	52.8%		\$ 2,188,536
Claims and Insurance	Service	-	1				\$ 3,046,460	\$ 3,046,460
Legal & Professional Fees	Service	-	1				\$ 1,267,043	\$ 1,267,043
Office Supplies & Services	Service	-	1				\$ 918,896	\$ 918,896
Office Cleaning	Service	-	1				\$ 74,824	\$ 74,824
Telcoms	Service	-	1				\$ -	\$ -
Uniforms & Protective Clothing	Materials	-	1				\$ 558,753	\$ 558,753
Training	Service	-	1				\$ 1,006,424	\$ 1,006,424
Safety, Security and Quality	Service	-	1				\$ 212,492	\$ 212,492
Service Level Agreements contingency	Service	-	1				\$ 552,875	\$ 552,875
Sub Total - Admin/HR		111						\$ 22,372,508

Stations, Retail and Public Information

Management	Direct Labor	5	1	\$ 79,511.10		35.1%		\$ 537,061
Customer Service / Help Desk	Direct Labor	13	2,080	\$ 26.97	\$ 149,652	52.0%		\$ 1,258,188
Announcements	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Ticketing and Retail	Direct Labor	22	2,080	\$ 28.42	\$ 259,565	47.9%		\$ 2,182,266
Cashier	Direct Labor	4	2,080	\$ 29.53	\$ 42,262	42.7%		\$ 393,034

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 3 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	\$
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Revenue Protection	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Cash Collection	Service	-	1				\$ -	\$ -
Marketing & Timetables	Service	-	1				\$ 333,024	\$ 333,024
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Stations, Retail, Public Information		44						\$ 4,703,573

Transportation Services

Management	Direct Labor	4	1	\$ 129,544.66		34.8%		\$ 698,246
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	\$ 136,546.35		36.9%		\$ 747,554
Rules Examiners	Direct Labor	3	1	\$ 91,697.07		41.1%		\$ 388,150
Engineers/Drivers	Direct Labor	165	2,080	\$ 44.58	\$ 5,052,192	35.3%		\$ 25,723,069
Conductors	Direct Labor	166	2,080	\$ 37.18	\$ 4,325,383	40.5%		\$ 22,316,568
Asst Conductors	Direct Labor	195	2,080	\$ 36.11	\$ 2,149,507	44.6%		\$ 23,342,343
Trainee Drivers	Direct Labor	12	2,080	\$ 42.05	\$ 364,271	37.1%		\$ 1,803,166
Crew Dispatcher	Direct Labor	37	2,080	\$ 37.50	\$ -	45.3%		\$ 4,193,794
Train Dispatch / Trainmasters	Direct Labor	25	1	\$ 96,796.14		47.2%		\$ 3,562,948
Road Foremen / Block Operator	Direct Labor	13	2,080	\$ 31.39	\$ -	51.4%		\$ 1,285,424
Train Crew Utilization/Rostering	Direct Labor	20	2,080	\$ 35.48	\$ -	46.7%		\$ 2,165,254
Special Trains (60)	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
On-Time Performance contingency	Service	-	1				\$ 1,267,273	\$ 1,267,273
Non On-Time Performance contingency	Service	-	1				\$ 452,785	\$ 452,785
Sub Total - Transportation Services		644						\$ 87,946,574

Mechanical Services

Management incl Superintendents	Direct Labor	19	1	\$ 115,723.38		38.2%		\$ 3,038,970
Technical Services, Quality, Special Projects	Direct Labor	11	1	\$ 90,829.15		41.1%		\$ 1,409,924
Fitters/Mechanics	Direct Labor	203	2,080	\$ 29.00	\$ 5,943,304	44.8%		\$ 23,710,424
Electricians	Direct Labor	117	2,080	\$ 30.25	\$ 3,756,127	43.3%		\$ 14,314,643
Foremen	Direct Labor	66	2,080	\$ 33.67	\$ 2,159,096	41.6%		\$ 8,704,240
Laborer/Other	Direct Labor	40	2,080	\$ 25.12	\$ 1,217,671	48.0%		\$ 4,310,137
Cleaning	Direct Labor	103	2,080	\$ 21.94	\$ 2,287,125	53.4%		\$ 9,494,800
Locos	Materials	-	1				\$ 5,801,542	\$ 5,801,542
Control Trailers	Materials	-	1				\$ 2,381,137	\$ 2,381,137
Trailers	Materials	-	1				\$ 6,192,162	\$ 6,192,162
Non-Revenue Fleet	Materials	-	1				\$ 1,433,731	\$ 1,433,731
Mid-life Overhauls of Traction Motors	Service	-	1				\$ -	\$ -
Corrective Work	Service	-	1				\$ -	\$ -
Mechanical Sheet Metal Worker	Direct Labor	27	2,080	\$ 29.13	\$ -	51.4%	\$ -	\$ 2,484,548
Spare	Spare							\$ -
Spare	Spare							\$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 3 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	\$
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Sub Total - Mechanical Services	587	\$ 83,276,256
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Engineering Services

Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	\$ 120,816.75		40.4%		\$ 848,315
Force Account - Construction, Project Management	Direct Labor	-	1	\$ -		-		\$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	\$ 90,000.13		49.7%		\$ 673,640
Track and Work Equipment	Direct Labor	8	1	\$ 88,820.58		49.2%		\$ 1,060,412
Communications & Signalling	Direct Labor	16	1	\$ 95,744.79		43.5%		\$ 2,197,574
Bridges, Buildings & Structures	Direct Labor	6	1	\$ 87,752.04		46.5%		\$ 771,347
Facilities	Direct Labor	3	1	\$ 89,934.07		41.5%		\$ 381,645
Administration	Direct Labor	3	1	\$ 77,351.38		45.2%		\$ 336,939
Trackman / Laborer	Direct Labor	56	2,080	\$ 27.05	\$ 687,113	48.3%		\$ 5,381,146
Asst Foreman Track	Direct Labor	36	2,080	\$ 29.65	\$ 915,071	45.4%		\$ 4,120,104
Foreman Track	Direct Labor	27	2,080	\$ 31.99	\$ 861,734	43.2%		\$ 3,435,786
Foreman II	Direct Labor	17	2,080	\$ 35.19	\$ 527,921	41.1%		\$ 2,283,054
Welding Foreman	Direct Labor	3	2,080	\$ 31.92	\$ 71,286	44.9%		\$ 359,799
Welders	Direct Labor	18	2,080	\$ 29.87	\$ 330,028	47.5%		\$ 1,979,510
Work Equipment Operator	Direct Labor	22	2,080	\$ 29.57	\$ 606,000	45.6%		\$ 2,596,302
Signal Inspector	Direct Labor	17	2,080	\$ 37.21	\$ 351,733	42.6%		\$ 2,227,646
Electrical/ Electronic Technician	Direct Labor	26	2,080	\$ 32.98	\$ 484,777	43.6%		\$ 3,048,873
Roadway Mechanic	Direct Labor	4	2,080	\$ 33.54	\$ 73,266	45.0%		\$ 478,053
Truck Driver	Direct Labor	21	2,080	\$ 26.65	\$ 492,641	48.7%		\$ 2,242,183
B&B Mechanic	Direct Labor	57	2,080	\$ 29.42	\$ 1,143,194	46.9%		\$ 6,267,459
B&B Foreman	Direct Labor	26	2,080	\$ 32.62	\$ 807,669	43.0%		\$ 3,330,561
Watchman	Direct Labor	10	2,080	\$ 25.16	\$ 110,520	50.8%		\$ 900,021
Machinist	Direct Labor	29	2,080	\$ 28.67	\$ 652,103	45.5%		\$ 3,167,965
Electrician	Direct Labor	22	2,080	\$ 31.52	\$ 340,625	44.7%		\$ 2,426,815
Sheet Metal Worker	Direct Labor	14	2,080	\$ 28.58	\$ 214,198	49.4%		\$ 1,479,832
Asst Foreman NY	Direct Labor	5	2,080	\$ 33.99	\$ 163,208	41.8%		\$ 664,555
Night Test Foreman	Direct Labor	2	2,080	\$ 38.85	\$ 40,957	41.4%		\$ 269,488
Signal Maintainer	Direct Labor	63	2,080	\$ 31.10	\$ 221,260	50.2%		\$ 6,341,588
Signal Operations	Direct Labor	23	2,080	\$ 29.03	\$ 311,715	47.0%		\$ 2,353,373
Drawbridge Operations	Direct Labor	9	2,080	\$ 27.35	\$ 211,875	48.1%		\$ 969,991
Radio System Maintenance	Direct Labor	5	2,080	\$ 36.28	\$ 63,499	44.6%		\$ 609,078
Signaling Inspection	Service	-	1				\$ 123,735	\$ 123,735
Signal Maintenance	Service	-	1				\$ 1,141,737	\$ 1,141,737
Comms (PABX, Radio)	Service	-	1				\$ 157,481	\$ 157,481
Structures Inspection (Bridges and Track Structures)	Service	-	1				\$ 951,073	\$ 951,073
Station Cleaning and Maintenance	Service	-	1				\$ 1,815,548	\$ 1,815,548
Depot Maintenance	Service	-	1				\$ 1,916,211	\$ 1,916,211
Rolling stock support equipment replacement plan	Major maint/cap	-	1				\$ 100,000	\$ 100,000

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 3 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Track Inspection & Response	Service	-	1				\$ 1,448,825	\$ 1,448,825
Maintenance of Way (Planned Work)	Major maint/cap	-	1				\$ 12,774,026	\$ 12,774,026
Road Vehicles (equivalent lease rate)	Materials	-	1				\$ 1,945,951	\$ 1,945,951
Positive Train Control	Materials	-	1				\$ -	\$ -
Janitorial Services & Expenses	Service	-	1				\$ 867,814	\$ 867,814
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Engineering Services		559						\$ 86,445,457

Environmental Services and Utilities

Electricity	Utilities	-	1				\$ 8,882,999	\$ 8,882,999
Water/Sewerage	Utilities	-	1				\$ 351,825	\$ 351,825
Waste/Trash Removal	Service	-	1				\$ 2,455,605	\$ 2,455,605
Winterisation	Service	-	1				\$ 302,325	\$ 302,325
Gas	Utilities	-	1				\$ 1,729,257	\$ 1,729,257
Environmental Services	Service	-	1				\$ 3,578,903	\$ 3,578,903
Fuel	Utilities	-	1				\$ 2,436,417	\$ 2,436,417
Sub Total - Environmental Services and Utilities		-						\$ 19,737,331

Station and Security - General

Station Security	Service	-	1				\$ -	\$ -
Depot Security	Service	-	1				\$ -	\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Station and Security - General		-						\$ -

Sub Total - Net Annual Fee (before Profit)		1,944						\$ 304,481,699
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Profit

Profit	Profit						\$ 10,261,494	\$ 10,261,494
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Net Annual Fee							Year 3: \$ 314,743,193	
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Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

		Category	Direct Labor Costs					Non-Labor Costs	Year 4 Total \$ (12 months)
			Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
			#	#	\$ or \$/hr	\$	%	\$	
	Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
	Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
	Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Admin/HR

General Manager and Primary Direct Reports									
	General Manager	Direct Labor	1	1	\$ 339,312.08		20.5%		\$ 408,716
	Chief Engineer	Direct Labor	1	1	\$ 209,242.45		17.9%		\$ 246,690
	Chief Transportation Officer	Direct Labor	1	1	\$ 203,587.25		28.9%		\$ 262,463
	Customer Service Manager	Direct Labor	1	1	\$ 242,493.34		25.6%		\$ 304,587
	Chief Mechanical Officer	Direct Labor	1	1	\$ 210,416.47		27.4%		\$ 268,132
	Director - Finance, Accounting, and Administration	Direct Labor	1	1	\$ 229,684.70		25.8%		\$ 288,993
	Manager - Safety	Direct Labor	1	1	\$ 192,932.85		29.6%		\$ 249,989
	Manager - Quality	Direct Labor	1	1	\$ 169,656.04		33.0%		\$ 225,726
	Legal and Compliance	Direct Labor	4	1	\$ 149,022.76		32.3%		\$ 788,764
	Other Managers	Direct Labor	7	1	\$ 116,499.66		40.2%		\$ 1,143,188
	Accounts/Payroll	Direct Labor	8	1	\$ 78,789.68		47.4%		\$ 928,835
	IT, Data Analysis & Reporting	Direct Labor	14	1	\$ 102,302.04		45.2%		\$ 2,080,169
	Planning and Performance Monitoring/Management	Direct Labor	3	1	\$ 107,508.77		45.8%		\$ 470,289
	Sales/Marketing/Publicity	Direct Labor	-	1	\$ -		-		\$ -
	Labor Relations / Equal Op & Div	Direct Labor	2	1	\$ 103,433.07		47.3%		\$ 304,673
	Human Resources and Training & Qualification	Direct Labor	8	1	\$ 88,710.99		44.1%		\$ 1,022,388
	Safety and Security	Direct Labor	7	1	\$ 78,779.85		48.3%		\$ 759,217
	Claims Management	Direct Labor	2	1	\$ 113,163.97		43.7%		\$ 325,222
	Contracts and Procurement	Direct Labor	6	1	\$ 82,242.85		48.3%		\$ 731,738
	Environmental Engineering	Direct Labor	1	1	\$ 89,262.83		51.9%		\$ 135,555
	Materials Management	Direct Labor	16	2,080	\$ 27.76	\$ 107,354	54.9%		\$ 1,538,738
	Accessibility	Direct Labor	1	1	\$ 108,001.90		46.0%		\$ 157,640
	Clerical Support	Direct Labor	24	2,080	\$ 27.75	\$ 134,533	53.9%		\$ 2,266,768
	Claims and Insurance	Service	-	1				\$ 3,122,329	\$ 3,122,329
	Legal & Professional Fees	Service	-	1				\$ 1,287,613	\$ 1,287,613
	Office Supplies & Services	Service	-	1				\$ 936,642	\$ 936,642
	Office Cleaning	Service	-	1				\$ 76,582	\$ 76,582
	Telcoms	Service	-	1				\$ -	\$ -
	Uniforms & Protective Clothing	Materials	-	1				\$ 572,303	\$ 572,303
	Training	Service	-	1				\$ 1,025,286	\$ 1,025,286
	Safety, Security and Quality	Service	-	1				\$ 275,629	\$ 275,629
	Service Level Agreements contingency	Service	-	1				\$ 441,875	\$ 441,875
	Sub Total - Admin/HR		110						\$ 22,646,741

Stations, Retail and Public Information

	Management	Direct Labor	5	1	\$ 81,498.87		35.5%		\$ 551,987
	Customer Service / Help Desk	Direct Labor	13	2,080	\$ 27.64	\$ 154,609	53.2%		\$ 1,299,864
	Announcements	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
	Ticketing and Retail	Direct Labor	22	2,080	\$ 29.30	\$ 269,233	48.7%		\$ 2,263,553
	Cashier	Direct Labor	4	2,080	\$ 30.27	\$ 43,580	43.6%		\$ 405,293

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 4 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Revenue Protection	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Cash Collection	Service	-	1				\$ -	\$ -
Marketing & Timetables	Service	-	1				\$ 340,850	\$ 340,850
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Stations, Retail, Public Information		44						\$ 4,861,548

Transportation Services

Management	Direct Labor	4	1	\$ 132,783.28		35.3%		\$ 718,421
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	\$ 139,960.01		37.5%		\$ 769,691
Rules Examiners	Direct Labor	3	1	\$ 93,989.49		41.7%		\$ 399,579
Engineers/Drivers	Direct Labor	163	2,080	\$ 45.55	\$ 4,673,726	36.5%		\$ 25,812,939
Conductors	Direct Labor	164	2,080	\$ 38.02	\$ 4,010,956	42.0%		\$ 22,449,011
Asst Conductors	Direct Labor	193	2,080	\$ 37.53	\$ 1,954,803	45.4%		\$ 23,881,361
Trainee Drivers	Direct Labor	12	2,080	\$ 43.08	\$ 333,702	38.5%		\$ 1,823,053
Crew Dispatcher	Direct Labor	37	2,080	\$ 38.49	\$ -	46.2%		\$ 4,331,248
Train Dispatch / Trainmasters	Direct Labor	25	1	\$ 99,216.04		48.0%		\$ 3,672,086
Road Foremen / Block Operator	Direct Labor	13	2,080	\$ 32.18	\$ -	52.6%		\$ 1,327,781
Train Crew Utilization/Rostering	Direct Labor	20	2,080	\$ 36.24	\$ -	47.8%		\$ 2,227,997
Special Trains (60)	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
On-Time Performance contingency	Service	-	1				\$ 1,272,699	\$ 1,272,699
Non On-Time Performance contingency	Service	-	1				\$ 461,086	\$ 461,086
Sub Total - Transportation Services		639						\$ 89,146,952

Mechanical Services

Management incl Superintendents	Direct Labor	19	1	\$ 118,616.46		38.8%		\$ 3,127,983
Technical Services, Quality, Special Projects	Direct Labor	11	1	\$ 93,099.87		41.7%		\$ 1,451,288
Fitters/Mechanics	Direct Labor	202	2,080	\$ 29.74	\$ 5,936,902	45.8%		\$ 24,150,362
Electricians	Direct Labor	117	2,080	\$ 31.00	\$ 3,669,102	44.5%		\$ 14,533,837
Foremen	Direct Labor	65	2,080	\$ 34.45	\$ 2,241,014	42.3%		\$ 8,902,008
Laborer/Other	Direct Labor	40	2,080	\$ 25.85	\$ 1,257,748	48.9%		\$ 4,460,785
Cleaning	Direct Labor	103	2,080	\$ 22.81	\$ 2,126,616	55.1%		\$ 9,708,268
Locos	Materials	-	1				\$ 6,004,341	\$ 6,004,341
Control Trailers	Materials	-	1				\$ 2,435,848	\$ 2,435,848
Trailers	Materials	-	1				\$ 6,294,902	\$ 6,294,902
Non-Revenue Fleet	Materials	-	1				\$ 1,490,098	\$ 1,490,098
Mid-life Overhauls of Traction Motors	Service	-	1				\$ -	\$ -
Corrective Work	Service	-	1				\$ -	\$ -
Mechanical Sheet Metal Worker	Direct Labor	25	2,080	\$ 29.86	\$ 26,442	52.1%	\$ -	\$ 2,418,961
Spare	Spare							\$ -
Spare	Spare							\$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 4 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Sub Total - Mechanical Services	582	\$ 84,978,682
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Engineering Services

Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	\$ 123,837.17		41.1%		\$ 873,818
Force Account - Construction, Project Management	Direct Labor	-	1	\$ -		-		\$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	\$ 92,250.13		50.6%		\$ 694,654
Track and Work Equipment	Direct Labor	8	1	\$ 91,041.10		50.2%		\$ 1,093,724
Communications & Signalling	Direct Labor	16	1	\$ 98,138.41		44.2%		\$ 2,263,758
Bridges, Buildings & Structures	Direct Labor	6	1	\$ 89,945.84		47.3%		\$ 794,856
Facilities	Direct Labor	3	1	\$ 92,182.42		42.1%		\$ 392,964
Administration	Direct Labor	3	1	\$ 79,285.17		45.9%		\$ 347,086
Trackman / Laborer	Direct Labor	56	2,080	\$ 27.68	\$ 630,533	49.8%		\$ 5,483,158
Asst Foreman Track	Direct Labor	36	2,080	\$ 30.30	\$ 914,505	46.6%		\$ 4,223,129
Foreman Track	Direct Labor	27	2,080	\$ 32.66	\$ 859,934	44.3%		\$ 3,509,167
Foreman II	Direct Labor	17	2,080	\$ 36.03	\$ 520,680	42.3%		\$ 2,333,197
Welding Foreman	Direct Labor	3	2,080	\$ 32.68	\$ 70,030	46.1%		\$ 367,880
Welders	Direct Labor	18	2,080	\$ 30.48	\$ 303,813	49.2%		\$ 2,005,932
Work Equipment Operator	Direct Labor	22	2,080	\$ 30.21	\$ 596,882	46.9%		\$ 2,640,400
Signal Inspector	Direct Labor	17	2,080	\$ 38.10	\$ 325,915	43.8%		\$ 2,263,626
Electrical/ Electronic Technician	Direct Labor	26	2,080	\$ 33.81	\$ 415,613	45.2%		\$ 3,074,933
Roadway Mechanic	Direct Labor	4	2,080	\$ 33.00	\$ 48,166	48.5%		\$ 455,901
Truck Driver	Direct Labor	21	2,080	\$ 27.23	\$ 478,932	50.3%		\$ 2,285,628
B&B Mechanic	Direct Labor	57	2,080	\$ 30.13	\$ 1,001,905	48.8%		\$ 6,316,579
B&B Foreman	Direct Labor	26	2,080	\$ 33.23	\$ 726,915	44.8%		\$ 3,328,600
Watchman	Direct Labor	10	2,080	\$ 25.79	\$ 102,416	52.4%		\$ 920,159
Machinist	Direct Labor	29	2,080	\$ 29.10	\$ 589,996	47.4%		\$ 3,176,279
Electrician	Direct Labor	22	2,080	\$ 32.30	\$ 271,508	46.4%		\$ 2,436,090
Sheet Metal Worker	Direct Labor	14	2,080	\$ 29.28	\$ 193,995	51.0%		\$ 1,481,738
Asst Foreman NY	Direct Labor	5	2,080	\$ 34.84	\$ 163,632	42.9%		\$ 681,403
Night Test Foreman	Direct Labor	2	2,080	\$ 39.82	\$ 35,543	43.1%		\$ 272,582
Signal Maintainer	Direct Labor	63	2,080	\$ 31.88	\$ 76,399	52.0%		\$ 6,401,944
Signal Operations	Direct Labor	23	2,080	\$ 29.72	\$ 248,502	48.9%		\$ 2,366,027
Drawbridge Operations	Direct Labor	9	2,080	\$ 28.02	\$ 218,737	49.1%		\$ 1,000,915
Radio System Maintenance	Direct Labor	5	2,080	\$ 37.19	\$ 43,713	46.4%		\$ 610,007
Signaling Inspection	Service	-	1				\$ 128,684	\$ 128,684
Signal Maintenance	Service	-	1				\$ 1,187,406	\$ 1,187,406
Comms (PABX, Radio)	Service	-	1				\$ 163,780	\$ 163,780
Structures Inspection (Bridges and Track Structures)	Service	-	1				\$ 1,018,362	\$ 1,018,362
Station Cleaning and Maintenance	Service	-	1				\$ 1,863,563	\$ 1,863,563
Depot Maintenance	Service	-	1				\$ 1,970,476	\$ 1,970,476
Rolling stock support equipment replacement plan	Major maint/cap	-	1				\$ 100,000	\$ 100,000

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

			Category	Direct Labor Costs				Non-Labor Costs	Year 4 Total \$ (12 months)	
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)		Service, Materials, or Utility Cost
		select	#	#	\$ or \$/hr	\$	%	\$	\$	
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00	30.0%		\$ 130,000	
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%	\$ 1,285,974	
		Example 3 - cleaning cost	Service	0	1		0.0%	\$ 1,000,000	\$ 1,000,000	

Track Inspection & Response	Service	-	1				\$ 1,506,778	\$ 1,506,778
Maintenance of Way (Planned Work)	Major maint/cap	-	1				\$ 13,280,987	\$ 13,280,987
Road Vehicles (equivalent lease rate)	Materials	-	1				\$ 1,942,215	\$ 1,942,215
Positive Train Control	Materials	-	1				\$ -	\$ -
Janitorial Services & Expenses	Service	-	1				\$ 888,208	\$ 888,208
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Engineering Services		558						\$ 88,146,593

Environmental Services and Utilities

Electricity	Utilities	-	1				\$ 9,193,904	\$ 9,193,904
Water/Sewerage	Utilities	-	1				\$ 364,139	\$ 364,139
Waste/Trash Removal	Service	-	1				\$ 2,561,443	\$ 2,561,443
Winterisation	Service	-	1				\$ 309,429	\$ 309,429
Gas	Utilities	-	1				\$ 1,789,781	\$ 1,789,781
Environmental Services	Service	-	1				\$ 3,482,025	\$ 3,482,025
Fuel	Utilities	-	1				\$ 2,551,638	\$ 2,551,638
Sub Total - Environmental Services and Utilities		-						\$ 20,252,359

Station and Security - General

Station Security	Service	-	1				\$ -	\$ -
Depot Security	Service	-	1				\$ -	\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Station and Security - General		-						\$ -

Sub Total - Net Annual Fee (before Profit)	1,934	\$ 310,032,874
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Profit

Profit	Profit						\$ 10,449,803	\$ 10,449,803
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Net Annual Fee	Year 4:	\$ 320,482,677
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Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 5 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	\$
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Admin/HR

General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	\$ 347,794.88		20.7%		\$ 419,860
Chief Engineer	Direct Labor	1	1	\$ 214,473.51		17.9%		\$ 252,967
Chief Transportation Officer	Direct Labor	1	1	\$ 208,676.93		29.4%		\$ 269,933
Customer Service Manager	Direct Labor	1	1	\$ 248,555.68		26.0%		\$ 313,109
Chief Mechanical Officer	Direct Labor	1	1	\$ 215,676.88		27.9%		\$ 275,786
Director - Finance, Accounting, and Administration	Direct Labor	1	1	\$ 235,426.82		26.2%		\$ 297,169
Manager - Safety	Direct Labor	1	1	\$ 197,756.17		30.0%		\$ 257,170
Manager - Quality	Direct Labor	1	1	\$ 173,897.44		33.6%		\$ 232,277
Legal and Compliance	Direct Labor	4	1	\$ 152,748.33		32.8%		\$ 811,254
Other Managers	Direct Labor	7	1	\$ 119,412.15		40.8%		\$ 1,177,164
Accounts/Payroll	Direct Labor	8	1	\$ 80,759.42		48.2%		\$ 957,464
IT, Data Analysis & Reporting	Direct Labor	14	1	\$ 104,859.59		46.0%		\$ 2,143,726
Planning and Performance Monitoring/Management	Direct Labor	3	1	\$ 110,196.49		46.6%		\$ 484,690
Sales/Marketing/Publicity	Direct Labor	-	1	\$ -		-		\$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	\$ 106,018.89		48.1%		\$ 314,000
Human Resources and Training & Qualification	Direct Labor	8	1	\$ 90,928.76		44.8%		\$ 1,053,445
Safety and Security	Direct Labor	7	1	\$ 80,749.35		49.1%		\$ 782,725
Claims Management	Direct Labor	2	1	\$ 115,993.07		44.5%		\$ 335,146
Contracts and Procurement	Direct Labor	6	1	\$ 84,298.92		49.2%		\$ 754,538
Environmental Engineering	Direct Labor	1	1	\$ 91,494.40		52.8%		\$ 139,815
Materials Management	Direct Labor	16	2,080	\$ 28.37	\$ 110,695	56.3%		\$ 1,586,623
Accessibility	Direct Labor	1	1	\$ 110,701.95		46.7%		\$ 162,455
Clerical Support	Direct Labor	24	2,080	\$ 28.39	\$ 135,155	55.3%		\$ 2,336,960
Claims and Insurance	Service	-	1				\$ 3,203,387	\$ 3,203,387
Legal & Professional Fees	Service	-	1				\$ 1,308,645	\$ 1,308,645
Office Supplies & Services	Service	-	1				\$ 957,124	\$ 957,124
Office Cleaning	Service	-	1				\$ 78,382	\$ 78,382
Telcoms	Service	-	1				\$ -	\$ -
Uniforms & Protective Clothing	Materials	-	1				\$ 584,937	\$ 584,937
Training	Service	-	1				\$ 1,044,726	\$ 1,044,726
Safety, Security and Quality	Service	-	1				\$ 243,028	\$ 243,028
Service Level Agreements contingency	Service	-	1				\$ 441,875	\$ 441,875
Sub Total - Admin/HR		111						\$ 23,220,381

Stations, Retail and Public Information

Management	Direct Labor	5	1	\$ 83,536.35		35.8%		\$ 567,346
Customer Service / Help Desk	Direct Labor	13	2,080	\$ 28.19	\$ 159,139	54.6%		\$ 1,337,947
Announcements	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Ticketing and Retail	Direct Labor	22	2,080	\$ 29.89	\$ 276,847	50.0%		\$ 2,327,567
Cashier	Direct Labor	4	2,080	\$ 30.88	\$ 44,759	44.6%		\$ 416,263

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 5 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	\$
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Revenue Protection	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Cash Collection	Service	-	1				\$ -	\$ -
Marketing & Timetables	Service	-	1				\$ 348,860	\$ 348,860
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Stations, Retail, Public Information		44						\$ 4,997,982

Transportation Services

Management	Direct Labor	4	1	\$ 136,102.86		35.8%		\$ 739,228
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	\$ 143,459.01		38.1%		\$ 792,551
Rules Examiners	Direct Labor	3	1	\$ 96,339.23		42.3%		\$ 411,378
Engineers/Drivers	Direct Labor	162	2,080	\$ 46.41	\$ 4,744,807	37.4%		\$ 26,235,071
Conductors	Direct Labor	163	2,080	\$ 38.58	\$ 4,063,622	43.2%		\$ 22,765,556
Asst Conductors	Direct Labor	191	2,080	\$ 38.40	\$ 1,986,133	46.4%		\$ 24,353,736
Trainee Drivers	Direct Labor	12	2,080	\$ 43.91	\$ 342,585	39.4%		\$ 1,870,790
Crew Dispatcher	Direct Labor	37	2,080	\$ 39.18	\$ -	47.4%		\$ 4,443,124
Train Dispatch / Trainmasters	Direct Labor	25	1	\$ 101,696.45		48.9%		\$ 3,784,971
Road Foremen / Block Operator	Direct Labor	13	2,080	\$ 32.82	\$ -	54.0%		\$ 1,366,423
Train Crew Utilization/Rostering	Direct Labor	20	2,080	\$ 35.96	\$ -	49.7%		\$ 2,239,179
Special Trains (60)	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
On-Time Performance contingency	Service	-	1				\$ 1,301,757	\$ 1,301,757
Non On-Time Performance contingency	Service	-	1				\$ 471,580	\$ 471,580
Sub Total - Transportation Services		634						\$ 90,775,343

Mechanical Services

Management incl Superintendents	Direct Labor	19	1	\$ 121,581.87		39.4%		\$ 3,219,856
Technical Services, Quality, Special Projects	Direct Labor	11	1	\$ 95,427.37		42.3%		\$ 1,493,978
Fitters/Mechanics	Direct Labor	200	2,080	\$ 30.29	\$ 5,910,824	47.1%		\$ 24,459,921
Electricians	Direct Labor	115	2,080	\$ 31.61	\$ 3,691,752	45.6%		\$ 14,697,923
Foremen	Direct Labor	65	2,080	\$ 35.10	\$ 2,270,693	43.4%		\$ 9,074,132
Laborer/Other	Direct Labor	40	2,080	\$ 26.38	\$ 1,275,440	50.3%		\$ 4,573,074
Cleaning	Direct Labor	103	2,080	\$ 23.48	\$ 1,931,211	57.3%		\$ 9,845,746
Locos	Materials	-	1				\$ 6,211,862	\$ 6,211,862
Control Trailers	Materials	-	1				\$ 2,518,343	\$ 2,518,343
Trailers	Materials	-	1				\$ 6,499,554	\$ 6,499,554
Non-Revenue Fleet	Materials	-	1				\$ 1,548,686	\$ 1,548,686
Mid-life Overhauls of Traction Motors	Service	-	1				\$ -	\$ -
Corrective Work	Service	-	1				\$ -	\$ -
Mechanical Sheet Metal Worker	Direct Labor	24	2,080	\$ 30.46	\$ 113,260	52.3%	\$ -	\$ 2,453,492
Spare	Spare							\$ -
Spare	Spare							\$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

			Category	Direct Labor Costs				Non-Labor Costs	Year 5 Total \$ (12 months)	
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)		Service, Materials, or Utility Cost
				select	#	#	\$ or \$/hr	\$		%
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Sub Total - Mechanical Services	577	\$ 86,596,566
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Engineering Services

Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	\$ 126,933.10		41.8%		\$ 900,173
Force Account - Construction, Project Management	Direct Labor	-	1	\$ -		-		\$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	\$ 94,556.39		51.5%		\$ 716,404
Track and Work Equipment	Direct Labor	8	1	\$ 93,317.12		51.1%		\$ 1,128,207
Communications & Signalling	Direct Labor	16	1	\$ 100,591.87		44.9%		\$ 2,332,143
Bridges, Buildings & Structures	Direct Labor	6	1	\$ 92,194.49		48.1%		\$ 819,162
Facilities	Direct Labor	3	1	\$ 94,486.98		42.8%		\$ 404,649
Administration	Direct Labor	3	1	\$ 81,267.30		46.7%		\$ 357,570
Trackman / Laborer	Direct Labor	56	2,080	\$ 28.20	\$ 540,010	51.7%		\$ 5,545,278
Asst Foreman Track	Direct Labor	36	2,080	\$ 30.77	\$ 892,776	48.1%		\$ 4,293,010
Foreman Track	Direct Labor	27	2,080	\$ 33.02	\$ 821,023	46.0%		\$ 3,530,444
Foreman II	Direct Labor	17	2,080	\$ 36.72	\$ 515,434	43.6%		\$ 2,380,122
Welding Foreman	Direct Labor	3	2,080	\$ 33.30	\$ 64,490	47.7%		\$ 371,496
Welders	Direct Labor	18	2,080	\$ 30.95	\$ 260,857	51.3%		\$ 2,014,050
Work Equipment Operator	Direct Labor	22	2,080	\$ 30.72	\$ 577,211	48.4%		\$ 2,667,383
Signal Inspector	Direct Labor	17	2,080	\$ 38.84	\$ 306,552	45.1%		\$ 2,299,704
Electrical/ Electronic Technician	Direct Labor	26	2,080	\$ 34.48	\$ 406,874	46.4%		\$ 3,142,090
Roadway Mechanic	Direct Labor	4	2,080	\$ 33.22	\$ 40,001	50.7%		\$ 456,418
Truck Driver	Direct Labor	21	2,080	\$ 27.88	\$ 463,936	51.8%		\$ 2,330,437
B&B Mechanic	Direct Labor	57	2,080	\$ 30.56	\$ 926,367	50.6%		\$ 6,382,543
B&B Foreman	Direct Labor	26	2,080	\$ 33.83	\$ 710,330	46.1%		\$ 3,383,765
Watchman	Direct Labor	10	2,080	\$ 26.31	\$ 87,888	54.4%		\$ 933,021
Machinist	Direct Labor	29	2,080	\$ 29.88	\$ 599,744	48.4%		\$ 3,274,779
Electrician	Direct Labor	22	2,080	\$ 32.95	\$ 250,853	47.9%		\$ 2,480,153
Sheet Metal Worker	Direct Labor	14	2,080	\$ 29.87	\$ 184,998	52.6%		\$ 1,512,574
Asst Foreman NY	Direct Labor	5	2,080	\$ 35.54	\$ 166,938	44.0%		\$ 699,068
Night Test Foreman	Direct Labor	2	2,080	\$ 40.62	\$ 17,521	45.9%		\$ 264,107
Signal Maintainer	Direct Labor	62	2,080	\$ 32.52	\$ 119,419	53.1%		\$ 6,541,196
Signal Operations	Direct Labor	23	2,080	\$ 30.29	\$ 219,920	50.6%		\$ 2,402,231
Drawbridge Operations	Direct Labor	9	2,080	\$ 28.57	\$ 224,957	50.4%		\$ 1,028,979
Radio System Maintenance	Direct Labor	5	2,080	\$ 37.93	\$ 29,637	48.2%		\$ 614,285
Signaling Inspection	Service	-	1				\$ 133,832	\$ 133,832
Signal Maintenance	Service	-	1				\$ 1,234,903	\$ 1,234,903
Comms (PABX, Radio)	Service	-	1				\$ 170,331	\$ 170,331
Structures Inspection (Bridges and Track Structures)	Service	-	1				\$ 1,059,096	\$ 1,059,096
Station Cleaning and Maintenance	Service	-	1				\$ 1,912,928	\$ 1,912,928
Depot Maintenance	Service	-	1				\$ 2,026,484	\$ 2,026,484

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 5 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	\$
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Rolling stock support equipment replacement plan	Major maint/cap	-	1				\$ 100,000	\$ 100,000
Track Inspection & Response	Service	-	1				\$ 1,567,049	\$ 1,567,049
Maintenance of Way (Planned Work)	Major maint/cap	-	1				\$ 13,755,302	\$ 13,755,302
Road Vehicles (equivalent lease rate)	Materials	-	1				\$ 1,936,153	\$ 1,936,153
Positive Train Control	Materials	-	1				\$ -	\$ -
Janitorial Services & Expenses	Service	-	1				\$ 909,081	\$ 909,081
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Engineering Services		557						\$ 90,010,601

Environmental Services and Utilities

Electricity	Utilities	-	1				\$ 9,515,691	\$ 9,515,691
Water/Sewerage	Utilities	-	1				\$ 376,884	\$ 376,884
Waste/Trash Removal	Service	-	1				\$ 2,671,933	\$ 2,671,933
Winterisation	Service	-	1				\$ 316,701	\$ 316,701
Gas	Utilities	-	1				\$ 1,852,423	\$ 1,852,423
Environmental Services	Service	-	1				\$ 3,611,844	\$ 3,611,844
Fuel	Utilities	-	1				\$ 2,677,436	\$ 2,677,436
Sub Total - Environmental Services and Utilities		-						\$ 21,022,912

Station and Security - General

Station Security	Service	-	1				\$ -	\$ -
Depot Security	Service	-	1				\$ -	\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Station and Security - General		-						\$ -

Sub Total - Net Annual Fee (before Profit)		1,923						\$ 316,623,786
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Profit

Profit	Profit						\$ 10,673,442	\$ 10,673,442
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Net Annual Fee							Year 5:	\$ 327,297,228
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Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

			Category	Direct Labor Costs				Non-Labor Costs	Year 6 Total \$ (12 months)	
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)		Service, Materials, or Utility Cost
			select	#	#	\$ or \$/hr	\$	%	\$	\$
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Admin/HR

General Manager and Primary Direct Reports									
	General Manager	Direct Labor	1	1	\$ 356,489.76		21.0%		\$ 431,327
	Chief Engineer	Direct Labor	1	1	\$ 219,835.35		18.0%		\$ 259,401
	Chief Transportation Officer	Direct Labor	1	1	\$ 213,893.85		29.8%		\$ 277,635
	Customer Service Manager	Direct Labor	1	1	\$ 254,769.57		26.3%		\$ 321,891
	Chief Mechanical Officer	Direct Labor	1	1	\$ 221,068.80		28.3%		\$ 283,677
	Director - Finance, Accounting, and Administration	Direct Labor	1	1	\$ 241,312.49		26.6%		\$ 305,595
	Manager - Safety	Direct Labor	1	1	\$ 202,700.08		30.5%		\$ 264,576
	Manager - Quality	Direct Labor	1	1	\$ 178,244.88		34.1%		\$ 239,037
	Legal and Compliance	Direct Labor	4	1	\$ 156,567.03		33.2%		\$ 834,441
	Other Managers	Direct Labor	7	1	\$ 122,397.46		41.5%		\$ 1,212,258
	Accounts/Payroll	Direct Labor	8	1	\$ 82,778.41		49.1%		\$ 987,072
	IT, Data Analysis & Reporting	Direct Labor	14	1	\$ 107,481.08		46.8%		\$ 2,209,450
	Planning and Performance Monitoring/Management	Direct Labor	3	1	\$ 112,951.40		47.4%		\$ 499,585
	Sales/Marketing/Publicity	Direct Labor	-	1	\$ -		-		\$ -
	Labor Relations / Equal Op & Div	Direct Labor	2	1	\$ 108,669.37		48.9%		\$ 323,650
	Human Resources and Training & Qualification	Direct Labor	8	1	\$ 93,201.98		45.6%		\$ 1,085,544
	Safety and Security	Direct Labor	7	1	\$ 82,768.08		50.0%		\$ 807,040
	Claims Management	Direct Labor	2	1	\$ 118,892.90		45.3%		\$ 345,408
	Contracts and Procurement	Direct Labor	6	1	\$ 86,406.39		50.1%		\$ 778,129
	Environmental Engineering	Direct Labor	1	1	\$ 93,781.76		53.8%		\$ 144,226
	Materials Management	Direct Labor	16	2,080	\$ 29.08	\$ 114,431	57.7%		\$ 1,640,179
	Accessibility	Direct Labor	1	1	\$ 113,469.50		47.6%		\$ 167,434
	Clerical Support	Direct Labor	24	2,080	\$ 29.16	\$ 134,633	56.6%		\$ 2,414,915
	Claims and Insurance	Service	-	1				\$ 3,287,870	\$ 3,287,870
	Legal & Professional Fees	Service	-	1				\$ 1,330,220	\$ 1,330,220
	Office Supplies & Services	Service	-	1				\$ 978,298	\$ 978,298
	Office Cleaning	Service	-	1				\$ 80,224	\$ 80,224
	Telcoms	Service	-	1				\$ -	\$ -
	Uniforms & Protective Clothing	Materials	-	1				\$ 599,367	\$ 599,367
	Training	Service	-	1				\$ 1,065,264	\$ 1,065,264
	Safety, Security and Quality	Service	-	1				\$ 231,702	\$ 231,702
	Service Level Agreements contingency	Service	-	1				\$ 411,875	\$ 411,875
	Sub Total - Admin/HR		111						\$ 23,817,293

Stations, Retail and Public Information

Management	Direct Labor	5	1	\$ 85,624.75		36.2%		\$ 583,151
Customer Service / Help Desk	Direct Labor	13	2,080	\$ 28.90	\$ 164,460	55.9%		\$ 1,382,682
Announcements	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Ticketing and Retail	Direct Labor	22	2,080	\$ 30.63	\$ 285,851	51.1%		\$ 2,403,263
Cashier	Direct Labor	4	2,080	\$ 31.65	\$ 46,166	45.5%		\$ 429,346

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 6 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Revenue Protection	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Cash Collection	Service	-	1				\$ -	\$ -
Marketing & Timetables	Service	-	1				\$ 357,058	\$ 357,058
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Stations, Retail, Public Information		44						\$ 5,155,499

Transportation Services

Management	Direct Labor	4	1	\$ 139,505.43		36.3%		\$ 760,690
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	\$ 147,045.48		38.8%		\$ 816,163
Rules Examiners	Direct Labor	3	1	\$ 98,747.71		43.0%		\$ 423,559
Engineers/Drivers	Direct Labor	161	2,080	\$ 47.39	\$ 4,826,269	38.2%		\$ 26,714,839
Conductors	Direct Labor	161	2,080	\$ 39.35	\$ 4,131,805	44.1%		\$ 23,177,319
Asst Conductors	Direct Labor	189	2,080	\$ 39.52	\$ 2,027,255	47.3%		\$ 24,951,192
Trainee Drivers	Direct Labor	12	2,080	\$ 44.98	\$ 353,106	40.2%		\$ 1,927,189
Crew Dispatcher	Direct Labor	37	2,080	\$ 39.78	\$ -	48.6%		\$ 4,549,178
Train Dispatch / Trainmasters	Direct Labor	25	1	\$ 104,238.86		49.7%		\$ 3,901,753
Road Foremen / Block Operator	Direct Labor	13	2,080	\$ 33.64	\$ -	55.2%		\$ 1,411,869
Train Crew Utilization/Rostering	Direct Labor	20	2,080	\$ 36.31	\$ -	51.2%		\$ 2,283,934
Special Trains (60)	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
On-Time Performance contingency	Service	-	1				\$ 1,338,108	\$ 1,338,108
Non On-Time Performance contingency	Service	-	1				\$ 481,708	\$ 481,708
Sub Total - Transportation Services		629						\$ 92,737,503

Mechanical Services

Management incl Superintendents	Direct Labor	19	1	\$ 124,621.42		40.0%		\$ 3,314,695
Technical Services, Quality, Special Projects	Direct Labor	11	1	\$ 97,813.06		42.9%		\$ 1,538,040
Fitters/Mechanics	Direct Labor	199	2,080	\$ 31.04	\$ 5,924,602	48.3%		\$ 24,971,779
Electricians	Direct Labor	115	2,080	\$ 32.40	\$ 3,487,852	47.1%		\$ 14,887,519
Foremen	Direct Labor	65	2,080	\$ 35.98	\$ 2,272,520	44.5%		\$ 9,302,350
Laborer/Other	Direct Labor	40	2,080	\$ 27.12	\$ 1,316,578	51.3%		\$ 4,730,693
Cleaning	Direct Labor	103	2,080	\$ 24.38	\$ 1,747,794	59.3%		\$ 10,067,779
Locos	Materials	-	1				\$ 6,435,053	\$ 6,435,053
Control Trailers	Materials	-	1				\$ 2,577,604	\$ 2,577,604
Trailers	Materials	-	1				\$ 6,611,235	\$ 6,611,235
Non-Revenue Fleet	Materials	-	1				\$ 1,609,581	\$ 1,609,581
Mid-life Overhauls of Traction Motors	Service	-	1				\$ -	\$ -
Corrective Work	Service	-	1				\$ -	\$ -
Mechanical Sheet Metal Worker	Direct Labor	21	2,080	\$ 31.22	\$ 351,104	51.0%	\$ -	\$ 2,451,243
Spare	Spare							\$ -
Spare	Spare							\$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

			Category	Direct Labor Costs					Non-Labor Costs	Year 6 Total \$ (12 months)
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
		select	#	#	\$ or \$/hr	\$	%	\$	\$	
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Sub Total - Mechanical Services	573	\$ 88,497,572
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Engineering Services

Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	\$ 130,106.43		42.6%		\$ 927,412
Force Account - Construction, Project Management	Direct Labor	-	1	\$ -		-		\$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	\$ 96,920.30		52.5%		\$ 738,920
Track and Work Equipment	Direct Labor	8	1	\$ 95,650.05		52.1%		\$ 1,163,908
Communications & Signalling	Direct Labor	16	1	\$ 103,106.66		45.7%		\$ 2,402,812
Bridges, Buildings & Structures	Direct Labor	6	1	\$ 94,499.35		48.9%		\$ 844,298
Facilities	Direct Labor	3	1	\$ 96,849.16		43.4%		\$ 416,714
Administration	Direct Labor	3	1	\$ 83,298.98		47.4%		\$ 368,404
Trackman / Laborer	Direct Labor	56	2,080	\$ 28.85	\$ 495,484	53.3%		\$ 5,669,325
Asst Foreman Track	Direct Labor	36	2,080	\$ 31.54	\$ 894,051	49.3%		\$ 4,407,720
Foreman Track	Direct Labor	27	2,080	\$ 33.59	\$ 772,707	47.7%		\$ 3,561,822
Foreman II	Direct Labor	17	2,080	\$ 37.62	\$ 496,761	45.0%		\$ 2,425,964
Welding Foreman	Direct Labor	3	2,080	\$ 34.10	\$ 63,820	49.0%		\$ 380,788
Welders	Direct Labor	18	2,080	\$ 31.93	\$ 261,839	52.4%		\$ 2,083,590
Work Equipment Operator	Direct Labor	22	2,080	\$ 31.38	\$ 551,692	50.0%		\$ 2,714,529
Signal Inspector	Direct Labor	17	2,080	\$ 39.77	\$ 288,049	46.4%		\$ 2,346,685
Electrical/ Electronic Technician	Direct Labor	26	2,080	\$ 35.34	\$ 367,746	47.8%		\$ 3,197,714
Roadway Mechanic	Direct Labor	4	2,080	\$ 34.44	\$ 32,783	52.0%		\$ 468,416
Truck Driver	Direct Labor	21	2,080	\$ 28.64	\$ 472,633	53.0%		\$ 2,401,850
B&B Mechanic	Direct Labor	57	2,080	\$ 31.34	\$ 923,297	51.9%		\$ 6,566,865
B&B Foreman	Direct Labor	26	2,080	\$ 34.58	\$ 691,988	47.5%		\$ 3,449,820
Watchman	Direct Labor	10	2,080	\$ 26.97	\$ 79,206	56.1%		\$ 955,084
Machinist	Direct Labor	29	2,080	\$ 30.59	\$ 573,635	49.9%		\$ 3,339,922
Electrician	Direct Labor	22	2,080	\$ 33.77	\$ 227,404	49.2%		\$ 2,533,781
Sheet Metal Worker	Direct Labor	14	2,080	\$ 30.61	\$ 179,836	54.1%		\$ 1,553,502
Asst Foreman NY	Direct Labor	5	2,080	\$ 36.43	\$ 157,136	45.5%		\$ 708,160
Night Test Foreman	Direct Labor	2	2,080	\$ 41.63	\$ 21,241	46.6%		\$ 275,075
Signal Maintainer	Direct Labor	62	2,080	\$ 33.33	\$ 10,793	54.9%		\$ 6,670,017
Signal Operations	Direct Labor	23	2,080	\$ 31.00	\$ 177,811	52.4%		\$ 2,438,613
Drawbridge Operations	Direct Labor	9	2,080	\$ 29.26	\$ 235,710	51.4%		\$ 1,064,891
Radio System Maintenance	Direct Labor	5	2,080	\$ 38.88	\$ -	50.7%		\$ 609,333
Signaling Inspection	Service	-	1				\$ 139,185	\$ 139,185
Signal Maintenance	Service	-	1				\$ 1,284,299	\$ 1,284,299
Comms (PABX, Radio)	Service	-	1				\$ 177,145	\$ 177,145
Structures Inspection (Bridges and Track Structures)	Service	-	1				\$ 1,101,460	\$ 1,101,460
Station Cleaning and Maintenance	Service	-	1				\$ 1,954,379	\$ 1,954,379
Depot Maintenance	Service	-	1				\$ 2,084,295	\$ 2,084,295

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category select	Direct Labor Costs					Non-Labor Costs	Year 6 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
		#	#	\$ or \$/hr	\$	%	\$	
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Rolling stock support equipment replacement plan	Major maint/cap	-	1				\$ 100,000	\$ 100,000
Track Inspection & Response	Service	-	1				\$ 1,503,199	\$ 1,503,199
Maintenance of Way (Planned Work)	Major maint/cap	-	1				\$ 14,301,515	\$ 14,301,515
Road Vehicles (equivalent lease rate)	Materials	-	1				\$ 1,904,522	\$ 1,904,522
Positive Train Control	Materials	-	1				\$ -	\$ -
Janitorial Services & Expenses	Service	-	1				\$ 930,444	\$ 930,444
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Engineering Services		557						\$ 92,166,378

Environmental Services and Utilities

Electricity	Utilities	-	1				\$ 9,848,740	\$ 9,848,740
Water/Sewerage	Utilities	-	1				\$ 390,075	\$ 390,075
Waste/Trash Removal	Service	-	1				\$ 2,787,284	\$ 2,787,284
Winterisation	Service	-	1				\$ 324,143	\$ 324,143
Gas	Utilities	-	1				\$ 1,917,258	\$ 1,917,258
Environmental Services	Service	-	1				\$ 3,746,859	\$ 3,746,859
Fuel	Utilities	-	1				\$ 2,808,869	\$ 2,808,869
Sub Total - Environmental Services and Utilities		-						\$ 21,823,228

Station and Security - General

Station Security	Service	-	1				\$ -	\$ -
Depot Security	Service	-	1				\$ -	\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Station and Security - General		-						\$ -

Sub Total - Net Annual Fee (before Profit)		1,915						\$ 324,197,473
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Profit

Profit	Profit						\$ 10,931,557	\$ 10,931,557
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Net Annual Fee							Year 6:	\$ 335,129,031
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Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 7 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Admin/HR

General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	\$ 365,402.00		21.3%		\$ 443,133
Chief Engineer	Direct Labor	1	1	\$ 225,331.23		18.0%		\$ 265,999
Chief Transportation Officer	Direct Labor	1	1	\$ 219,241.20		30.3%		\$ 285,581
Customer Service Manager	Direct Labor	1	1	\$ 261,138.81		26.7%		\$ 330,943
Chief Mechanical Officer	Direct Labor	1	1	\$ 226,595.52		28.8%		\$ 291,818
Director - Finance, Accounting, and Administration	Direct Labor	1	1	\$ 247,345.30		27.1%		\$ 314,284
Manager - Safety	Direct Labor	1	1	\$ 207,767.58		31.0%		\$ 272,220
Manager - Quality	Direct Labor	1	1	\$ 182,701.00		34.7%		\$ 246,019
Legal and Compliance	Direct Labor	4	1	\$ 160,481.21		33.7%		\$ 858,364
Other Managers	Direct Labor	7	1	\$ 125,457.39		42.2%		\$ 1,248,537
Accounts/Payroll	Direct Labor	8	1	\$ 84,847.87		49.9%		\$ 1,017,728
IT, Data Analysis & Reporting	Direct Labor	14	1	\$ 110,168.11		47.7%		\$ 2,277,479
Planning and Performance Monitoring/Management	Direct Labor	3	1	\$ 115,775.19		48.3%		\$ 515,004
Sales/Marketing/Publicity	Direct Labor	-	1	\$ -		-		\$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	\$ 111,386.10		49.8%		\$ 333,643
Human Resources and Training & Qualification	Direct Labor	8	1	\$ 95,532.03		46.4%		\$ 1,118,754
Safety and Security	Direct Labor	7	1	\$ 84,837.28		50.9%		\$ 832,220
Claims Management	Direct Labor	2	1	\$ 121,865.22		46.1%		\$ 356,027
Contracts and Procurement	Direct Labor	6	1	\$ 88,566.55		51.0%		\$ 802,565
Environmental Engineering	Direct Labor	1	1	\$ 96,126.30		54.8%		\$ 148,798
Materials Management	Direct Labor	16	2,080	\$ 29.80	\$ 118,315	59.0%		\$ 1,695,842
Accessibility	Direct Labor	1	1	\$ 116,306.24		48.4%		\$ 172,589
Clerical Support	Direct Labor	24	2,080	\$ 29.68	\$ 135,376	58.3%		\$ 2,480,475
Claims and Insurance	Service	-	1				\$ 3,378,225	\$ 3,378,225
Legal & Professional Fees	Service	-	1				\$ 1,352,250	\$ 1,352,250
Office Supplies & Services	Service	-	1				\$ 997,985	\$ 997,985
Office Cleaning	Service	-	1				\$ 82,109	\$ 82,109
Telcoms	Service	-	1				\$ -	\$ -
Uniforms & Protective Clothing	Materials	-	1				\$ 612,984	\$ 612,984
Training	Service	-	1				\$ 1,080,241	\$ 1,080,241
Safety, Security and Quality	Service	-	1				\$ 299,978	\$ 299,978
Service Level Agreements contingency	Service	-	1				\$ 411,875	\$ 411,875
Sub Total - Admin/HR		111						\$ 24,523,667

Stations, Retail and Public Information

Management	Direct Labor	5	1	\$ 87,765.37		36.6%		\$ 599,433
Customer Service / Help Desk	Direct Labor	13	2,080	\$ 29.62	\$ 169,988	57.2%		\$ 1,429,159
Announcements	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Ticketing and Retail	Direct Labor	22	2,080	\$ 31.40	\$ 295,194	52.2%		\$ 2,481,815
Cashier	Direct Labor	4	2,080	\$ 32.44	\$ 47,624	46.4%		\$ 442,902

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 7 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Revenue Protection	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Cash Collection	Service	-	1				\$ -	\$ -
Marketing & Timetables	Service	-	1				\$ 365,449	\$ 365,449
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Stations, Retail, Public Information		44						\$ 5,318,757

Transportation Services

Management	Direct Labor	4	1	\$ 142,993.07		36.9%		\$ 782,847
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	\$ 150,721.62		39.4%		\$ 840,568
Rules Examiners	Direct Labor	3	1	\$ 101,216.40		43.6%		\$ 436,148
Engineers/Drivers	Direct Labor	159	2,080	\$ 48.11	\$ 4,863,106	39.3%		\$ 26,967,608
Conductors	Direct Labor	159	2,080	\$ 40.37	\$ 4,205,387	45.0%		\$ 23,610,212
Asst Conductors	Direct Labor	187	2,080	\$ 40.68	\$ 2,057,710	48.2%		\$ 25,447,702
Trainee Drivers	Direct Labor	12	2,080	\$ 46.08	\$ 363,991	41.0%		\$ 1,985,674
Crew Dispatcher	Direct Labor	37	2,080	\$ 40.33	\$ -	49.9%		\$ 4,653,762
Train Dispatch / Trainmasters	Direct Labor	25	1	\$ 106,844.83		50.6%		\$ 4,022,678
Road Foremen / Block Operator	Direct Labor	13	2,080	\$ 34.48	\$ -	56.5%		\$ 1,459,076
Train Crew Utilization/Rostering	Direct Labor	20	2,080	\$ 37.37	\$ -	52.2%		\$ 2,366,451
Special Trains (60)	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
On-Time Performance contingency	Service	-	1				\$ 1,357,704	\$ 1,357,704
Non On-Time Performance contingency	Service	-	1				\$ 492,467	\$ 492,467
Sub Total - Transportation Services		623						\$ 94,422,897

Mechanical Services

Management incl Superintendents	Direct Labor	19	1	\$ 127,736.95		40.6%		\$ 3,412,677
Technical Services, Quality, Special Projects	Direct Labor	11	1	\$ 100,258.38		43.6%		\$ 1,583,567
Fitters/Mechanics	Direct Labor	194	2,080	\$ 31.73	\$ 5,500,583	49.9%		\$ 24,686,388
Electricians	Direct Labor	112	2,080	\$ 33.21	\$ 3,200,274	48.7%		\$ 14,702,959
Foremen	Direct Labor	64	2,080	\$ 36.86	\$ 2,294,739	45.5%		\$ 9,435,452
Laborer/Other	Direct Labor	40	2,080	\$ 27.65	\$ 1,438,965	52.0%		\$ 4,936,498
Cleaning	Direct Labor	100	2,080	\$ 25.09	\$ 1,757,452	60.6%		\$ 10,140,102
Locos	Materials	-	1				\$ 6,651,998	\$ 6,651,998
Control Trailers	Materials	-	1				\$ 2,663,533	\$ 2,663,533
Trailers	Materials	-	1				\$ 6,821,173	\$ 6,821,173
Non-Revenue Fleet	Materials	-	1				\$ 1,672,876	\$ 1,672,876
Mid-life Overhauls of Traction Motors	Service	-	1				\$ -	\$ -
Corrective Work	Service	-	1				\$ -	\$ -
Mechanical Sheet Metal Worker	Direct Labor	20	2,080	\$ 32.00	\$ 557,267	49.2%	\$ -	\$ 2,543,699
Spare	Spare							\$ -
Spare	Spare							\$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

			Category	Direct Labor Costs				Non-Labor Costs	Year 7 Total \$ (12 months)	
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)		Service, Materials, or Utility Cost
			select	#	#	\$ or \$/hr	\$	%	\$	\$
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Sub Total - Mechanical Services	560	\$ 89,250,921
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Engineering Services

Management									
	Senior / Asst Chief Engineers	Direct Labor	5	1	\$ 133,359.09		43.3%		\$ 955,589
	Force Account - Construction, Project Management	Direct Labor	-	1	\$ -		-		\$ -
	Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	\$ 99,343.30		53.5%		\$ 762,252
	Track and Work Equipment	Direct Labor	8	1	\$ 98,041.30		53.1%		\$ 1,200,908
	Communications & Signalling	Direct Labor	16	1	\$ 105,684.33		46.4%		\$ 2,475,913
	Bridges, Buildings & Structures	Direct Labor	6	1	\$ 96,861.83		49.8%		\$ 870,317
	Facilities	Direct Labor	3	1	\$ 99,270.39		44.1%		\$ 429,184
	Administration	Direct Labor	3	1	\$ 85,381.46		48.2%		\$ 379,611
	Trackman / Laborer	Direct Labor	56	2,080	\$ 29.52	\$ 463,554	54.8%		\$ 5,809,068
	Asst Foreman Track	Direct Labor	36	2,080	\$ 32.33	\$ 899,499	50.6%		\$ 4,531,472
	Foreman Track	Direct Labor	27	2,080	\$ 34.42	\$ 766,682	48.9%		\$ 3,637,911
	Foreman II	Direct Labor	17	2,080	\$ 38.52	\$ 506,289	46.1%		\$ 2,495,909
	Welding Foreman	Direct Labor	3	2,080	\$ 34.91	\$ 63,511	50.2%		\$ 390,769
	Welders	Direct Labor	18	2,080	\$ 32.84	\$ 247,434	53.8%		\$ 2,138,885
	Work Equipment Operator	Direct Labor	22	2,080	\$ 32.18	\$ 544,230	51.4%		\$ 2,778,619
	Signal Inspector	Direct Labor	17	2,080	\$ 40.75	\$ 215,113	48.3%		\$ 2,352,275
	Electrical/ Electronic Technician	Direct Labor	26	2,080	\$ 36.23	\$ 332,575	49.3%		\$ 3,260,825
	Roadway Mechanic	Direct Labor	4	2,080	\$ 34.62	\$ 19,191	54.9%		\$ 465,224
	Truck Driver	Direct Labor	21	2,080	\$ 29.29	\$ 465,765	54.6%		\$ 2,457,882
	B&B Mechanic	Direct Labor	57	2,080	\$ 32.12	\$ 820,024	53.7%		\$ 6,673,486
	B&B Foreman	Direct Labor	26	2,080	\$ 35.62	\$ 655,691	48.8%		\$ 3,523,063
	Watchman	Direct Labor	9	2,080	\$ 27.59	\$ 145,592	54.7%		\$ 981,423
	Machinist	Direct Labor	29	2,080	\$ 31.31	\$ 542,953	51.5%		\$ 3,404,007
	Electrician	Direct Labor	22	2,080	\$ 34.62	\$ 195,136	50.8%		\$ 2,583,417
	Sheet Metal Worker	Direct Labor	14	2,080	\$ 31.38	\$ 153,796	56.1%		\$ 1,579,820
	Asst Foreman NY	Direct Labor	5	2,080	\$ 37.34	\$ 152,050	46.8%		\$ 721,883
	Night Test Foreman	Direct Labor	2	2,080	\$ 42.67	\$ 22,546	47.5%		\$ 284,308
	Signal Maintainer	Direct Labor	62	2,080	\$ 34.16	\$ -	56.3%		\$ 6,884,139
	Signal Operations	Direct Labor	23	2,080	\$ 31.64	\$ 149,236	54.2%		\$ 2,483,189
	Drawbridge Operations	Direct Labor	9	2,080	\$ 29.97	\$ 245,552	52.5%		\$ 1,101,066
	Radio System Maintenance	Direct Labor	5	2,080	\$ 39.85	\$ -	51.8%		\$ 629,147
	Signaling Inspection	Service	-	1				\$ 144,752	\$ 144,752
	Signal Maintenance	Service	-	1				\$ 1,335,671	\$ 1,335,671
	Comms (PABX, Radio)	Service	-	1				\$ 184,230	\$ 184,230
	Structures Inspection (Bridges and Track Structures)	Service	-	1				\$ 1,178,417	\$ 1,178,417
	Station Cleaning and Maintenance	Service	-	1				\$ 2,017,270	\$ 2,017,270
	Depot Maintenance	Service	-	1				\$ 2,143,970	\$ 2,143,970
	Rolling stock support equipment replacement plan	Major maint/cap	-	1				\$ 100,000	\$ 100,000

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 7 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	\$
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Track Inspection & Response	Service	-	1				\$ 1,563,327	\$ 1,563,327
Maintenance of Way (Planned Work)	Major maint/cap	-	1				\$ 14,812,332	\$ 14,812,332
Road Vehicles (equivalent lease rate)	Materials	-	1				\$ 1,894,700	\$ 1,894,700
Positive Train Control	Materials	-	1				\$ -	\$ -
Janitorial Services & Expenses	Service	-	1				\$ 952,310	\$ 952,310
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Engineering Services		557						\$ 94,568,541

Environmental Services and Utilities

Electricity	Utilities	-	1				\$ 10,193,446	\$ 10,193,446
Water/Sewerage	Utilities	-	1				\$ 403,728	\$ 403,728
Waste/Trash Removal	Service	-	1				\$ 2,907,711	\$ 2,907,711
Winterisation	Service	-	1				\$ 331,761	\$ 331,761
Gas	Utilities	-	1				\$ 1,984,362	\$ 1,984,362
Environmental Services	Service	-	1				\$ 3,887,172	\$ 3,887,172
Fuel	Utilities	-	1				\$ 2,952,861	\$ 2,952,861
Sub Total - Environmental Services and Utilities		-						\$ 22,661,040

Station and Security - General

Station Security	Service	-	1				\$ -	\$ -
Depot Security	Service	-	1				\$ -	\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Station and Security - General		-						\$ -

Sub Total - Net Annual Fee (before Profit)		1,894						\$ 330,745,823
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Profit

Profit	Profit						\$ 11,153,547	\$ 11,153,547
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Net Annual Fee							Year 7:	\$ 341,899,369
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Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

			Category	Direct Labor Costs				Non-Labor Costs	Year 8 Total \$ (12 months)	
				Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)		Service, Materials, or Utility Cost
select			#	#	\$ or \$/hr	\$	%	\$	\$	
		Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
		Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Admin/HR

General Manager and Primary Direct Reports									
General Manager	Direct Labor	1	1	\$ 374,537.05		21.5%		\$ 455,151	
Chief Engineer	Direct Labor	1	1	\$ 230,964.51		18.1%		\$ 272,762	
Chief Transportation Officer	Direct Labor	1	1	\$ 224,722.23		30.7%		\$ 293,642	
Customer Service Manager	Direct Labor	1	1	\$ 267,667.28		27.1%		\$ 340,139	
Chief Mechanical Officer	Direct Labor	1	1	\$ 232,260.41		29.2%		\$ 300,079	
Director - Finance, Accounting, and Administration	Direct Labor	1	1	\$ 253,528.93		27.4%		\$ 323,106	
Manager - Safety	Direct Labor	1	1	\$ 212,961.77		31.5%		\$ 279,971	
Manager - Quality	Direct Labor	1	1	\$ 187,268.53		35.1%		\$ 253,091	
Legal and Compliance	Direct Labor	4	1	\$ 164,493.24		34.1%		\$ 882,633	
Other Managers	Direct Labor	7	1	\$ 128,593.83		42.8%		\$ 1,285,219	
Accounts/Payroll	Direct Labor	8	1	\$ 86,969.06		50.7%		\$ 1,048,642	
IT, Data Analysis & Reporting	Direct Labor	14	1	\$ 112,922.31		48.4%		\$ 2,346,115	
Planning and Performance Monitoring/Management	Direct Labor	3	1	\$ 118,669.57		49.0%		\$ 530,556	
Sales/Marketing/Publicity	Direct Labor	-	1	\$ -		-		\$ -	
Labor Relations / Equal Op & Div	Direct Labor	2	1	\$ 114,170.75		50.5%		\$ 343,717	
Human Resources and Training & Qualification	Direct Labor	8	1	\$ 97,920.33		47.1%		\$ 1,152,288	
Safety and Security	Direct Labor	7	1	\$ 86,958.21		51.7%		\$ 857,605	
Claims Management	Direct Labor	2	1	\$ 124,911.85		46.8%		\$ 366,744	
Contracts and Procurement	Direct Labor	6	1	\$ 90,780.72		51.9%		\$ 827,190	
Environmental Engineering	Direct Labor	1	1	\$ 98,529.46		55.7%		\$ 153,400	
Materials Management	Direct Labor	16	2,080	\$ 30.55	\$ 122,206	60.3%		\$ 1,751,622	
Accessibility	Direct Labor	1	1	\$ 119,213.89		49.1%		\$ 177,788	
Clerical Support	Direct Labor	24	2,080	\$ 30.55	\$ 140,211	59.3%		\$ 2,568,673	
Claims and Insurance	Service	-	1				\$ 3,472,521	\$ 3,472,521	
Legal & Professional Fees	Service	-	1				\$ 1,374,811	\$ 1,374,811	
Office Supplies & Services	Service	-	1				\$ 1,018,620	\$ 1,018,620	
Office Cleaning	Service	-	1				\$ 84,039	\$ 84,039	
Telcoms	Service	-	1				\$ -	\$ -	
Uniforms & Protective Clothing	Materials	-	1				\$ 624,646	\$ 624,646	
Training	Service	-	1				\$ 1,097,051	\$ 1,097,051	
Safety, Security and Quality	Service	-	1				\$ 243,493	\$ 243,493	
Service Level Agreements contingency	Service	-	1				\$ 411,875	\$ 411,875	
Sub Total - Admin/HR		110						\$ 25,137,188	

Stations, Retail and Public Information

Management	Direct Labor	5	1	\$ 89,959.51		36.9%		\$ 615,991
Customer Service / Help Desk	Direct Labor	13	2,080	\$ 30.36	\$ 175,531	58.4%		\$ 1,475,763
Announcements	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Ticketing and Retail	Direct Labor	22	2,080	\$ 32.18	\$ 304,581	53.2%		\$ 2,560,736
Cashier	Direct Labor	4	2,080	\$ 33.25	\$ 49,092	47.3%		\$ 456,556

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 8 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	\$
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Revenue Protection	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
Cash Collection	Service	-	1				\$ -	\$ -
Marketing & Timetables	Service	-	1				\$ 374,037	\$ 374,037
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Stations, Retail, Public Information		44						\$ 5,483,083

Transportation Services

Management	Direct Labor	4	1	\$ 146,567.90		37.4%		\$ 805,306
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	\$ 154,489.66		40.0%		\$ 865,248
Rules Examiners	Direct Labor	3	1	\$ 103,746.81		44.2%		\$ 448,882
Engineers/Drivers	Direct Labor	157	2,080	\$ 49.17	\$ 4,925,443	40.0%		\$ 27,350,129
Conductors	Direct Labor	157	2,080	\$ 41.44	\$ 4,279,275	45.7%		\$ 24,044,025
Asst Conductors	Direct Labor	184	2,080	\$ 41.90	\$ 2,087,376	48.9%		\$ 25,941,063
Trainee Drivers	Direct Labor	12	2,080	\$ 47.21	\$ 374,976	41.7%		\$ 2,044,667
Crew Dispatcher	Direct Labor	37	2,080	\$ 41.33	\$ -	50.9%		\$ 4,799,296
Train Dispatch / Trainmasters	Direct Labor	25	1	\$ 109,515.95		51.4%		\$ 4,144,596
Road Foremen / Block Operator	Direct Labor	13	2,080	\$ 35.34	\$ -	57.6%		\$ 1,506,428
Train Crew Utilization/Rostering	Direct Labor	20	2,080	\$ 38.37	\$ -	53.2%		\$ 2,444,916
Special Trains (60)	Direct Labor	-	2,080	\$ -	\$ -	-		\$ -
On-Time Performance contingency	Service	-	1				\$ 1,388,109	\$ 1,388,109
Non On-Time Performance contingency	Service	-	1				\$ 502,181	\$ 502,181
Sub Total - Transportation Services		616						\$ 96,284,847

Mechanical Services

Management incl Superintendents	Direct Labor	19	1	\$ 130,930.38		41.2%		\$ 3,511,828
Technical Services, Quality, Special Projects	Direct Labor	11	1	\$ 102,764.84		44.2%		\$ 1,629,637
Fitters/Mechanics	Direct Labor	190	2,080	\$ 32.49	\$ 5,250,736	51.3%		\$ 24,673,867
Electricians	Direct Labor	109	2,080	\$ 33.90	\$ 2,982,165	50.2%		\$ 14,577,992
Foremen	Direct Labor	63	2,080	\$ 37.77	\$ 2,287,149	46.5%		\$ 9,538,591
Laborer/Other	Direct Labor	39	2,080	\$ 28.13	\$ 1,408,410	53.5%		\$ 4,910,754
Cleaning	Direct Labor	98	2,080	\$ 25.75	\$ 1,798,215	61.8%		\$ 10,288,837
Locos	Materials	-	1				\$ 6,885,348	\$ 6,885,348
Control Trailers	Materials	-	1				\$ 2,754,272	\$ 2,754,272
Trailers	Materials	-	1				\$ 7,044,729	\$ 7,044,729
Non-Revenue Fleet	Materials	-	1				\$ 1,738,664	\$ 1,738,664
Mid-life Overhauls of Traction Motors	Service	-	1				\$ -	\$ -
Corrective Work	Service	-	1				\$ -	\$ -
Mechanical Sheet Metal Worker	Direct Labor	20	2,080	\$ 32.80	\$ 570,572	50.2%	\$ -	\$ 2,619,805
Spare	Spare							\$ -
Spare	Spare							\$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 8 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
		#	#	\$ or \$/hr	\$	%	\$	
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Sub Total - Mechanical Services

549

\$ 90,174,323

Engineering Services

Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	\$ 136,693.06		44.0%		\$ 984,053
Force Account - Construction, Project Management	Direct Labor	-	1	\$ -		-		\$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	\$ 101,826.89		54.3%		\$ 785,747
Track and Work Equipment	Direct Labor	8	1	\$ 100,492.34		54.0%		\$ 1,238,158
Communications & Signalling	Direct Labor	16	1	\$ 108,326.44		47.1%		\$ 2,549,743
Bridges, Buildings & Structures	Direct Labor	6	1	\$ 99,283.38		50.5%		\$ 896,564
Facilities	Direct Labor	3	1	\$ 101,752.15		44.7%		\$ 441,795
Administration	Direct Labor	3	1	\$ 87,515.99		48.9%		\$ 390,929
Trackman / Laborer	Direct Labor	56	2,080	\$ 30.18	\$ 414,210	56.4%		\$ 5,931,368
Asst Foreman Track	Direct Labor	36	2,080	\$ 33.04	\$ 874,490	52.0%		\$ 4,625,663
Foreman Track	Direct Labor	27	2,080	\$ 35.54	\$ 773,382	49.8%		\$ 3,758,104
Foreman II	Direct Labor	17	2,080	\$ 39.44	\$ 500,912	47.3%		\$ 2,554,802
Welding Foreman	Direct Labor	3	2,080	\$ 35.74	\$ 58,838	51.7%		\$ 397,299
Welders	Direct Labor	18	2,080	\$ 33.52	\$ 215,768	55.7%		\$ 2,169,591
Work Equipment Operator	Direct Labor	22	2,080	\$ 33.11	\$ 531,439	52.6%		\$ 2,847,598
Signal Inspector	Direct Labor	17	2,080	\$ 41.75	\$ 167,084	49.9%		\$ 2,379,602
Electrical/ Electronic Technician	Direct Labor	26	2,080	\$ 37.13	\$ 315,597	50.4%		\$ 3,340,188
Roadway Mechanic	Direct Labor	4	2,080	\$ 35.00	\$ 8,721	57.3%		\$ 466,727
Truck Driver	Direct Labor	21	2,080	\$ 30.00	\$ 440,099	56.3%		\$ 2,503,160
B&B Mechanic	Direct Labor	57	2,080	\$ 32.82	\$ 846,948	54.9%		\$ 6,873,490
B&B Foreman	Direct Labor	26	2,080	\$ 36.51	\$ 672,394	49.8%		\$ 3,629,114
Watchman	Direct Labor	9	2,080	\$ 28.04	\$ 168,851	54.9%		\$ 981,880
Machinist	Direct Labor	29	2,080	\$ 31.85	\$ 500,784	53.3%		\$ 3,445,210
Electrician	Direct Labor	22	2,080	\$ 35.48	\$ 176,117	52.0%		\$ 2,644,648
Sheet Metal Worker	Direct Labor	14	2,080	\$ 32.08	\$ 135,679	57.8%		\$ 1,609,953
Asst Foreman NY	Direct Labor	5	2,080	\$ 38.27	\$ 158,429	47.5%		\$ 745,551
Night Test Foreman	Direct Labor	2	2,080	\$ 43.74	\$ 21,009	48.5%		\$ 291,253
Signal Maintainer	Direct Labor	62	2,080	\$ 35.02	\$ -	57.4%		\$ 7,107,344
Signal Operations	Direct Labor	23	2,080	\$ 32.35	\$ 117,735	55.9%		\$ 2,529,879
Drawbridge Operations	Direct Labor	9	2,080	\$ 30.68	\$ 252,005	53.6%		\$ 1,133,933
Radio System Maintenance	Direct Labor	5	2,080	\$ 40.85	\$ -	52.8%		\$ 649,059
Signaling Inspection	Service	-	1				\$ 150,543	\$ 150,543
Signal Maintenance	Service	-	1				\$ 1,389,098	\$ 1,389,098
Comms (PABX, Radio)	Service	-	1				\$ 191,600	\$ 191,600
Structures Inspection (Bridges and Track Structures)	Service	-	1				\$ 1,225,554	\$ 1,225,554
Station Cleaning and Maintenance	Service	-	1				\$ 2,070,938	\$ 2,070,938
Depot Maintenance	Service	-	1				\$ 2,205,574	\$ 2,205,574

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 8 Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - laborers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Rolling stock support equipment replacement plan	Major maint/cap	-	1				\$ 100,000	\$ 100,000
Track Inspection & Response	Service	-	1				\$ 1,625,860	\$ 1,625,860
Maintenance of Way (Planned Work)	Major maint/cap	-	1				\$ 15,400,825	\$ 15,400,825
Road Vehicles (equivalent lease rate)	Materials	-	1				\$ 1,996,286	\$ 1,996,286
Positive Train Control	Materials	-	1				\$ -	\$ -
Janitorial Services & Expenses	Service	-	1				\$ 974,689	\$ 974,689
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Engineering Services			556					\$ 97,233,369

Environmental Services and Utilities

Electricity	Utilities	-	1				\$ 10,550,217	\$ 10,550,217
Water/Sewerage	Utilities	-	1				\$ 417,858	\$ 417,858
Waste/Trash Removal	Service	-	1				\$ 3,033,439	\$ 3,033,439
Winterisation	Service	-	1				\$ 339,557	\$ 339,557
Gas	Utilities	-	1				\$ 2,053,814	\$ 2,053,814
Environmental Services	Service	-	1				\$ 4,033,118	\$ 4,033,118
Fuel	Utilities	-	1				\$ 3,103,817	\$ 3,103,817
Sub Total - Environmental Services and Utilities			-					\$ 23,531,820

Station and Security - General

Station Security	Service	-	1				\$ -	\$ -
Depot Security	Service	-	1				\$ -	\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Station and Security - General			-					\$ -

Sub Total - Net Annual Fee (before Profit)			1,876					\$ 337,844,630
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Profit

Profit	Profit						\$ 11,390,773	\$ 11,390,773
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Net Annual Fee							Year 8:	\$ 349,235,404
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Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

**MBTA COMMUTER RAIL OPERATING AGREEMENT
FIRM FIXED PRICE PROPOSAL FORM -- SUMMARY
AGREEMENT YEARS 1-8 (BASE CONTRACT) AND 9-12 (OPTION YEARS)
CUMULATIVE TOTALS AND NET PRESENT VALUE (NPV)**

Agreement Year				
Agreement Year Number	Number of Months	Agreement Year Start	Agreement Year End	Year Prices

Annual Fee		
Net Annual Fee	Allowances (as defined in Schedule 7)	Annual Fee

Years 1-8
From FFP Forms

Year 1	12 Months	7/1/2014	6/30/2015	2014
Year 2	12 Months	7/1/2015	6/30/2016	2015
Year 3	12 Months	7/1/2016	6/30/2017	2016
Year 4	12 Months	7/1/2017	6/30/2018	2017
Year 5	12 Months	7/1/2018	6/30/2019	2018
Year 6	12 Months	7/1/2019	6/30/2020	2019
Year 7	12 Months	7/1/2020	6/30/2021	2020
Year 8	12 Months	7/1/2021	6/30/2022	2021
Year 9 (Option)	12 Months	7/1/2022	6/30/2023	2022
Year 10 (Option)	12 Months	7/1/2023	6/30/2024	2023
Year 11 (Option)	12 Months	7/1/2024	6/30/2025	2024
Year 12 (Option)	12 Months	7/1/2025	6/30/2026	2025

\$291,886,672	\$12,280,000	\$304,166,672
\$307,430,720	\$12,280,000	\$319,710,720
\$314,743,193	\$12,280,000	\$327,023,193
\$320,482,677	\$12,280,000	\$332,762,677
\$327,297,228	\$12,280,000	\$339,577,228
\$335,129,031	\$12,280,000	\$347,409,031
\$341,899,369	\$12,280,000	\$354,179,369
\$349,235,404	\$12,280,000	\$361,515,404
\$361,378,319	\$12,280,000	\$373,658,319
\$373,943,443	\$12,280,000	\$386,223,443
\$386,945,456	\$12,280,000	\$399,225,456
\$400,399,550	\$12,280,000	\$412,679,550

Subtotal, Base Contract (Years 1-8):

\$2,588,104,294	\$98,240,000	\$2,686,344,294
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Subtotal, Options Years (Years 9-12):

\$1,522,666,767	\$49,120,000	\$1,571,786,767
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Totals - Base Contract + Option Years (Years 1-12):

\$4,110,771,061	\$147,360,000	\$4,258,131,061
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Net Present Value (\$, 2014)

\$3,138,879,336	\$114,262,202	\$3,253,141,538
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Annual escalation rate for Price Proposal evaluation purposes (Years 9-12):

3.477%

Discount rate for Price Proposal evaluation purposes:

5.000%

Note: \$12,280,000 of Annual Allowances include: Maintenance of Unused ROW, Snow Operations, Capital Support, and IT Operations and Maintenance..

ATTACHMENT 1 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING LOCOMOTIVES

**ANNUAL FLEET COST FOR MAINTAINING EXISTING LOCOMOTIVES
FOR EACH AGREEMENT YEAR THAT EXISTING LOCOMOTIVES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)**

**EXISTING LOCOMOTIVE FLEET
EMD - F40PH-2**

Annual Cost for Maintaining Existing Fleet - by Agreement Year								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	\$2,347,818	\$2,415,999	\$2,481,447	\$2,529,268	\$2,571,542	\$2,628,477	\$2,662,087	\$2,701,450
Annual Unplanned Maint. Cost	\$1,403,436	\$1,465,387	\$1,476,778	\$1,480,487	\$1,481,243	\$1,487,668	\$1,468,199	\$1,444,187
Total Annual Maint. Cost	\$3,751,253	\$3,881,386	\$3,958,225	\$4,009,755	\$4,052,785	\$4,116,144	\$4,130,287	\$4,145,637
Number of Existing Units	17	17	17	17	17	17	17	17
Annual Unit Maint. Cost (F40PH-2)	\$220,662	\$228,317	\$232,837	\$235,868	\$238,399	\$242,126	\$242,958	\$243,861

**EXISTING LOCOMOTIVE FLEET
EMD - F40PH-2C**

Annual Cost for Maintaining Existing Fleet - by Agreement Year								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	\$3,507,010	\$3,624,163	\$3,722,838	\$3,796,154	\$3,860,916	\$3,947,375	\$3,999,570	\$4,060,440
Annual Unplanned Maint. Cost	\$2,196,417	\$2,370,106	\$2,426,318	\$2,472,761	\$2,484,042	\$2,504,112	\$2,486,350	\$2,462,526
Total Annual Maint. Cost	\$5,703,427	\$5,994,268	\$6,149,156	\$6,268,915	\$6,344,958	\$6,451,487	\$6,485,920	\$6,522,966
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost (F40PH-2C)	\$228,137	\$239,771	\$245,966	\$250,757	\$253,798	\$258,059	\$259,437	\$260,919

**EXISTING LOCOMOTIVE FLEET
EMD - F40PHM-2C**

Annual Cost for Maintaining Existing Fleet - by Agreement Year								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	\$1,718,320	\$1,776,020	\$1,824,660	\$1,861,148	\$1,894,006	\$1,937,553	\$1,964,919	\$1,996,701
Annual Unplanned Maint. Cost	\$1,123,302	\$1,206,337	\$1,236,953	\$1,263,550	\$1,288,859	\$1,318,529	\$1,330,744	\$1,340,677
Total Annual Maint. Cost	\$2,841,621	\$2,982,357	\$3,061,613	\$3,124,699	\$3,182,865	\$3,256,081	\$3,295,663	\$3,337,378
Number of Existing Units	12	12	12	12	12	12	12	12
Annual Unit Maint. Cost (F40PHM-2C)	\$236,802	\$248,530	\$255,134	\$260,392	\$265,239	\$271,340	\$274,639	\$278,115

**EXISTING LOCOMOTIVE FLEET
EMD - GP40MC**

Annual Cost for Maintaining Existing Fleet - by Agreement Year								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	\$3,550,755	\$3,670,252	\$3,770,734	\$3,845,864	\$3,913,398	\$4,003,104	\$4,059,070	\$4,124,096
Annual Unplanned Maint. Cost	\$2,148,871	\$2,311,833	\$2,370,393	\$2,421,103	\$2,469,231	\$2,525,624	\$2,545,775	\$2,561,366
Total Annual Maint. Cost	\$5,699,626	\$5,982,084	\$6,141,127	\$6,266,967	\$6,382,629	\$6,528,728	\$6,604,846	\$6,685,462
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost (GP40MC)	\$227,985	\$239,283	\$245,645	\$250,679	\$255,305	\$261,149	\$264,194	\$267,418

**EXISTING LOCOMOTIVE FLEET
MPI - MP36PH-3C**

Annual Cost for Maintaining Existing Fleet - by Agreement Year								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	\$277,821	\$288,412	\$297,359	\$304,244	\$309,497	\$316,517	\$320,824	\$325,855
Annual Unplanned Maint. Cost	\$129,634	\$145,288	\$153,375	\$160,846	\$164,082	\$167,852	\$168,743	\$169,358
Total Annual Maint. Cost	\$407,455	\$433,699	\$450,734	\$465,090	\$473,579	\$484,369	\$489,566	\$495,213
Number of Existing Units	2	2	2	2	2	2	2	2
Annual Unit Maint. Cost (MP36PH-3C)	\$203,727	\$216,850	\$225,367	\$232,545	\$236,789	\$242,184	\$244,783	\$247,607

ATTACHMENT 1 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING LOCOMOTIVES

ANNUAL FLEET COST FOR MAINTAINING EXISTING LOCOMOTIVES
FOR EACH AGREEMENT YEAR THAT EXISTING LOCOMOTIVES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

ATTACHMENT 1 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING LOCOMOTIVES

ANNUAL FLEET COST FOR MAINTAINING EXISTING LOCOMOTIVES
FOR EACH AGREEMENT YEAR THAT EXISTING LOCOMOTIVES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

TOTAL EXISTING FLEET
ALL LOCOMOTIVES

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	\$11,401,723	\$11,774,845	\$12,097,037	\$12,336,678	\$12,549,359	\$12,833,025	\$13,006,471	\$13,208,543
Annual Unplanned Maint. Cost	\$7,001,659	\$7,498,950	\$7,663,817	\$7,798,747	\$7,887,458	\$8,003,784	\$7,999,812	\$7,978,114
Total Annual Maint. Cost	\$18,403,382	\$19,273,795	\$19,760,855	\$20,135,426	\$20,436,817	\$20,836,810	\$21,006,282	\$21,186,657
Number of Existing Units	81	81	81	81	81	81	81	81
Annual Unit Maint. Cost (Average)	\$227,202	\$237,948	\$243,961	\$248,586	\$252,306	\$257,245	\$259,337	\$261,564

NOTES:

These costs assume that the existing locomotive fleet is in service during the entire term of the contract (Years 1-8) - i.e., it is not replaced/retired.

Annual maintenance costs should be consistent with assumptions used for each year of Price Proposal ("Mechanical Services" costs). Costs included in this MCS Form shall exclude expenses associated with "Management incl Superintendents" and "Non-Revenue Fleet."

Proposer to enter cost data in cells:

ATTACHMENT 2 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING COACHES

ANNUAL FLEET COST FOR MAINTAINING EXISTING COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING COACHES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING COACH FLEET

KAWASAKI 1700 (CTC-4)

Annual Cost for Maintaining Existing Fleet - by Agreement Year								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	\$2,825,819	\$2,902,800	\$2,987,323	\$3,047,472	\$3,101,411	\$3,172,967	\$3,216,293	\$3,270,528
Annual Unplanned Maint. Cost	\$1,211,432	\$1,283,785	\$1,328,450	\$1,343,469	\$1,365,948	\$1,384,930	\$1,376,327	\$1,353,760
Total Annual Maint. Cost	\$4,037,251	\$4,186,585	\$4,315,774	\$4,390,941	\$4,467,360	\$4,557,897	\$4,592,620	\$4,624,288
Number of Existing Units	24	24	24	24	24	24	24	24
Annual Unit Maint. Cost	\$168,219	\$174,441	\$179,824	\$182,956	\$186,140	\$189,912	\$191,359	\$192,679

Note: Annual costs assume no overhaul of the Kawasaki 1700 Series fleet.

EXISTING COACH FLEET

BOMBARDIER 1600 (CTC-1B)

Annual Cost for Maintaining Existing Fleet - by Agreement Year								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	\$3,129,541	\$3,214,423	\$3,308,599	\$3,375,451	\$3,435,291	\$3,514,809	\$3,561,424	\$3,621,422
Annual Unplanned Maint. Cost	\$1,219,451	\$1,295,582	\$1,341,115	\$1,353,249	\$1,373,678	\$1,389,901	\$1,355,437	\$1,325,248
Total Annual Maint. Cost	\$4,348,993	\$4,510,006	\$4,649,714	\$4,728,700	\$4,808,968	\$4,904,710	\$4,916,860	\$4,946,670
Number of Existing Units	26	26	26	26	26	26	26	26
Annual Unit Maint. Cost	\$167,269	\$173,462	\$178,835	\$181,873	\$184,960	\$188,643	\$189,110	\$190,257

EXISTING COACH FLEET

BOMBARDIER 1600 (BTC-1B)

Annual Cost for Maintaining Existing Fleet - by Agreement Year								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	\$2,597,270	\$2,660,950	\$2,751,625	\$2,819,236	\$2,880,565	\$2,958,526	\$3,008,934	\$3,069,375
Annual Unplanned Maint. Cost	\$578,807	\$596,325	\$628,152	\$632,246	\$644,282	\$649,832	\$624,302	\$598,800
Total Annual Maint. Cost	\$3,176,077	\$3,257,276	\$3,379,777	\$3,451,482	\$3,524,847	\$3,608,358	\$3,633,235	\$3,668,175
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost	\$127,043	\$130,291	\$135,191	\$138,059	\$140,994	\$144,334	\$145,329	\$146,727

Note: the Bombardier 1600 BTCs are converted CTCs.

EXISTING COACH FLEET

MBB 1500 (CTC-3)

Annual Cost for Maintaining Existing Fleet - by Agreement Year								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	\$3,953,465	\$4,060,782	\$4,179,829	\$4,264,496	\$4,339,576	\$4,439,071	\$4,498,344	\$4,574,474
Annual Unplanned Maint. Cost	\$1,626,056	\$1,726,381	\$1,786,268	\$1,803,827	\$1,807,820	\$1,806,114	\$1,764,903	\$1,729,122
Total Annual Maint. Cost	\$5,579,521	\$5,787,163	\$5,966,097	\$6,068,323	\$6,147,396	\$6,245,185	\$6,263,247	\$6,303,596
Number of Existing Units	34	34	34	34	34	34	34	34
Annual Unit Maint. Cost	\$164,104	\$170,211	\$175,473	\$178,480	\$180,806	\$183,682	\$184,213	\$185,400

EXISTING COACH FLEET

BOMBARDIER 300/600 (BTB-1A, 1B)

Annual Cost for Maintaining Existing Fleet - by Agreement Year								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	\$9,781,223	\$10,021,203	\$10,362,703	\$10,617,505	\$10,848,425	\$11,141,766	\$11,331,956	\$11,559,889
Annual Unplanned Maint. Cost	\$2,252,942	\$2,321,948	\$2,444,092	\$2,461,879	\$2,500,968	\$2,515,572	\$2,422,181	\$2,328,982
Total Annual Maint. Cost	\$12,034,165	\$12,343,151	\$12,806,795	\$13,079,384	\$13,349,394	\$13,657,338	\$13,754,138	\$13,888,871
Number of Existing Units	94	94	94	94	94	94	94	94
Annual Unit Maint. Cost	\$128,023	\$131,310	\$136,243	\$139,142	\$142,015	\$145,291	\$146,321	\$147,754

ATTACHMENT 2 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING COACHES

ANNUAL FLEET COST FOR MAINTAINING EXISTING COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING COACHES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

CONTINUED ON FOLLOWING PAGE

ATTACHMENT 2 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING COACHES

**ANNUAL FLEET COST FOR MAINTAINING EXISTING COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING COACHES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)**

**EXISTING COACH FLEET
KAWASAKI 700 (BTC-4, 4A, 4C)**

Annual Planned Maint. Cost
Annual Unplanned Maint. Cost
Total Annual Maint. Cost

Number of Existing Units

Annual Unit Maint. Cost

Annual Cost for Maintaining Existing Fleet - by Agreement Year							
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
\$8,592,345	\$8,803,757	\$9,102,412	\$9,325,239	\$9,527,485	\$9,784,491	\$9,952,118	\$10,152,290
\$2,067,590	\$2,130,403	\$2,241,068	\$2,261,282	\$2,307,277	\$2,332,331	\$2,273,507	\$2,203,321
\$10,659,936	\$10,934,160	\$11,343,480	\$11,586,521	\$11,834,762	\$12,116,822	\$12,225,625	\$12,355,611
82	82	82	82	82	82	82	82
\$129,999	\$133,343	\$138,335	\$141,299	\$144,326	\$147,766	\$149,093	\$150,678

Note: Annual costs assume no overhaul of the Kawasaki 700 Series fleet.

**EXISTING COACH FLEET
KAWASAKI 900 (BTC-4C)**

Annual Planned Maint. Cost
Annual Unplanned Maint. Cost
Total Annual Maint. Cost

Number of Existing Units

Annual Unit Maint. Cost

Annual Cost for Maintaining Existing Fleet - by Agreement Year							
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
\$3,423,282	\$3,507,151	\$3,626,087	\$3,714,447	\$3,794,461	\$3,896,447	\$3,962,397	\$4,041,764
\$637,102	\$654,052	\$692,920	\$695,844	\$708,555	\$712,465	\$682,202	\$651,683
\$4,060,384	\$4,161,202	\$4,319,007	\$4,410,291	\$4,503,016	\$4,608,913	\$4,644,599	\$4,693,447
33	33	33	33	33	33	33	33
\$123,042	\$126,097	\$130,879	\$133,645	\$136,455	\$139,664	\$140,745	\$142,226

**EXISTING COACH FLEET
MBB 500 (BTC-3)**

Annual Planned Maint. Cost
Annual Unplanned Maint. Cost
Total Annual Maint. Cost

Number of Existing Units

Annual Unit Maint. Cost

Annual Cost for Maintaining Existing Fleet - by Agreement Year							
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
\$3,445,372	\$3,530,024	\$3,650,330	\$3,740,217	\$3,821,601	\$3,924,849	\$3,992,104	\$4,072,624
\$844,035	\$870,334	\$914,998	\$923,006	\$934,458	\$937,290	\$906,436	\$875,712
\$4,289,407	\$4,400,358	\$4,565,328	\$4,663,223	\$4,756,058	\$4,862,139	\$4,898,540	\$4,948,336
33	33	33	33	33	33	33	33
\$129,982	\$133,344	\$138,343	\$141,310	\$144,123	\$147,338	\$148,441	\$149,950

**EXISTING COACH FLEET
PULLMAN 200 (BTC-1C)**

Annual Planned Maint. Cost
Annual Unplanned Maint. Cost
Total Annual Maint. Cost

Number of Existing Units

Annual Unit Maint. Cost

Annual Cost for Maintaining Existing Fleet - by Agreement Year							
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
\$5,913,623	\$6,058,529	\$6,264,973	\$6,418,625	\$6,557,747	\$6,734,584	\$6,849,198	\$6,986,669
\$1,341,963	\$1,371,938	\$1,431,755	\$1,427,686	\$1,441,659	\$1,440,540	\$1,381,023	\$1,321,511
\$7,255,586	\$7,430,466	\$7,696,728	\$7,846,310	\$7,999,406	\$8,175,124	\$8,230,221	\$8,308,180
57	57	57	57	57	57	57	57
\$127,291	\$130,359	\$135,030	\$137,655	\$140,340	\$143,423	\$144,390	\$145,758

**TOTAL EXISTING FLEET
ALL COACHES**

Annual Planned Maint. Cost
Annual Unplanned Maint. Cost
Total Annual Maint. Cost

Number of Existing Units

Annual Unit Maint. Cost (Average)

Annual Cost for Maintaining Existing Fleet - by Agreement Year							
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
\$43,661,940	\$44,759,619	\$46,233,882	\$47,322,688	\$48,306,562	\$49,567,512	\$50,372,768	\$51,349,034
\$11,779,380	\$12,250,748	\$12,808,818	\$12,902,488	\$13,084,644	\$13,168,975	\$12,786,318	\$12,388,140
\$55,441,320	\$57,010,367	\$59,042,700	\$60,225,175	\$61,391,207	\$62,736,486	\$63,159,086	\$63,737,175
408	408	408	408	408	408	408	408
\$135,886	\$139,731	\$144,713	\$147,611	\$150,469	\$153,766	\$154,802	\$156,219

ATTACHMENT 2 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING COACHES

**ANNUAL FLEET COST FOR MAINTAINING EXISTING COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING COACHES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)**

NOTES:

These costs assume that the existing coach fleet is in service during the entire term of the contract (Years 1-8) - i.e., it is not replaced/retired or overhauled.

Annual maintenance costs should be consistent with assumptions used for each year of Price Proposal ("Mechanical Services" costs). Costs included in this MCS Form shall exclude expenses associated with "Management incl Superintendents" and "Non-Revenue Fleet."

Proposer to enter cost data in cells:

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ATTACHMENT 3 TO APPENDIX B
SUMMARY OF ANNUAL COSTS FOR EXISTING LOCOMOTIVE AND COACH FLEET

ANNUAL COST FOR MAINTAINING EXISTING LOCOMOTIVES AND COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING FLEET IS IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING LOCOMOTIVE FLEET	# of Veh.	Annual Cost for Maintaining Existing Locomotive Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
EMD - F40PH-2	17	\$3,751,253	\$3,881,386	\$3,958,225	\$4,009,755	\$4,052,785	\$4,116,144	\$4,130,287	\$4,145,637
EMD - F40PH-2C	25	\$5,703,427	\$5,994,268	\$6,149,156	\$6,268,915	\$6,344,958	\$6,451,487	\$6,485,920	\$6,522,966
EMD - F40PHM-2C	12	\$2,841,621	\$2,982,357	\$3,061,613	\$3,124,699	\$3,182,865	\$3,256,081	\$3,295,663	\$3,337,378
EMD - GP40MC	25	\$5,699,626	\$5,982,084	\$6,141,127	\$6,266,967	\$6,382,629	\$6,528,728	\$6,604,846	\$6,685,462
MPI - MPS6PH-3C	2	\$407,455	\$433,699	\$450,734	\$465,090	\$473,579	\$484,369	\$489,566	\$495,213
	81	\$18,403,382	\$19,273,795	\$19,760,855	\$20,135,426	\$20,436,817	\$20,836,810	\$21,006,282	\$21,186,657

EXISTING COACH FLEET	# of Veh.	Annual Cost for Maintaining Existing Coach Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
KAWASAKI 1700 (CTC-4)	24	\$4,037,251	\$4,186,585	\$4,315,774	\$4,390,941	\$4,467,360	\$4,557,897	\$4,592,620	\$4,624,288
BOMBARDIER 1600 (CTC-1B)	26	\$4,348,993	\$4,510,006	\$4,649,714	\$4,728,700	\$4,808,968	\$4,904,710	\$4,916,860	\$4,946,670
BOMBARDIER 1600 (BTC-1B)	25	\$3,176,077	\$3,257,276	\$3,379,777	\$3,451,482	\$3,524,847	\$3,608,358	\$3,633,235	\$3,668,175
MBB 1500 (CTC-3)	34	\$5,579,521	\$5,787,163	\$5,966,097	\$6,068,323	\$6,147,396	\$6,245,185	\$6,263,247	\$6,303,596
BOMBARDIER 300/600 (BTB-1A, 1B)	94	\$12,034,165	\$12,343,151	\$12,806,795	\$13,079,384	\$13,349,394	\$13,657,338	\$13,754,138	\$13,888,871
KAWASAKI 700 (BTC-4, 4A, 4C)	82	\$10,659,936	\$10,934,160	\$11,343,480	\$11,586,521	\$11,834,762	\$12,116,822	\$12,225,625	\$12,355,611
KAWASAKI 900 (BTC-4C)	33	\$4,060,384	\$4,161,202	\$4,319,007	\$4,410,291	\$4,503,016	\$4,608,913	\$4,644,599	\$4,693,447
MBB 500 (BTC-3)	33	\$4,289,407	\$4,400,358	\$4,565,328	\$4,663,223	\$4,756,058	\$4,862,139	\$4,898,540	\$4,948,336
PULLMAN 200 (BTC-1C)	57	\$7,255,586	\$7,430,466	\$7,696,728	\$7,846,310	\$7,999,406	\$8,175,124	\$8,230,221	\$8,308,180
	408	\$55,441,320	\$57,010,367	\$59,042,700	\$60,225,175	\$61,391,207	\$62,736,486	\$63,159,086	\$63,737,175

TOTAL FLEET	# of Veh.	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
EXISTING LOCOMOTIVES	81	\$18,403,382	\$19,273,795	\$19,760,855	\$20,135,426	\$20,436,817	\$20,836,810	\$21,006,282	\$21,186,657
EXISTING COACHES	408	\$55,441,320	\$57,010,367	\$59,042,700	\$60,225,175	\$61,391,207	\$62,736,486	\$63,159,086	\$63,737,175
	489	\$73,844,702	\$76,284,162	\$78,803,555	\$80,360,601	\$81,828,024	\$83,573,296	\$84,165,368	\$84,923,831

Note: For each Agreement Year, these dollar amounts must equal the figure shown in the Price Proposal (FFP Form, Cell L97), less the amount provided for "Management incl Superintendents" (Cell L81) and "Non-Revenue Fleet" (Cell L91). This includes all costs associated with maintenance of the revenue service fleet (locomotives and coaches) - excluding management costs.

NOTE:

This summary form is not filled out by the Proposer. These amounts are linked to the total annual maintenance costs (planned and unplanned) from the Existing Locomotive and Existing Coach worksheets.

The total fleet maintenance cost must equal the total "Mechanical Services" price included in the Price Proposal (excluding "Management incl Superintendents" and "Non-Revenue Fleet") - for each Agreement Year (Years 1-8).

ATTACHMENT 4 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR NEW LOCOMOTIVES

ANNUAL UNIT COST FOR MAINTAINING NEW LOCOMOTIVES
ANNUAL MAINTENANCE COST - BASED ON THE YEAR LOCOMOTIVE IS PUT IN SERVICE

NEW LOCOMOTIVES

MPI - HSP46

Locomotive Put in Service in Year 1
Locomotive Put in Service in Year 2
Locomotive Put in Service in Year 3
Locomotive Put in Service in Year 4
Locomotive Put in Service in Year 5
Locomotive Put in Service in Year 6
Locomotive Put in Service in Year 7
Locomotive Put in Service in Year 8

Annual Unit Cost for Maintaining New Locomotives - by Service Year							
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
\$139,867	\$145,799	\$199,179	\$204,101	\$208,709	\$214,386	\$220,185	\$226,057
N/A	\$144,063	\$150,173	\$205,154	\$210,224	\$214,970	\$220,817	\$226,791
N/A	N/A	\$148,385	\$154,679	\$211,309	\$216,531	\$221,419	\$227,442
N/A	N/A	N/A	\$152,837	\$159,319	\$217,648	\$223,027	\$228,062
N/A	N/A	N/A	N/A	\$157,422	\$164,098	\$224,177	\$229,717
N/A	N/A	N/A	N/A	N/A	\$162,145	\$169,021	\$230,903
N/A	N/A	N/A	N/A	N/A	N/A	\$167,009	\$174,092
N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$172,019

NOTES:

Cost includes both preventative and corrective maintenance, consistent with the manufacturer's requirements and warranty provisions.

Proposer to enter cost data in cells:

ATTACHMENT 5 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR NEW COACHES

ANNUAL UNIT COST FOR MAINTAINING NEW COACHES
ANNUAL MAINTENANCE COST - BASED ON THE YEAR COACH IS PUT IN SERVICE

NEW COACHES

ROTEM 1800 (CTC-5)

Coach Put in Service in Year 1
Coach Put in Service in Year 2
Coach Put in Service in Year 3
Coach Put in Service in Year 4
Coach Put in Service in Year 5
Coach Put in Service in Year 6
Coach Put in Service in Year 7
Coach Put in Service in Year 8

Annual Unit Cost for Maintaining New Coaches - by Service Year							
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
\$121,760	\$126,955	\$159,048	\$162,407	\$165,807	\$169,715	\$174,198	\$179,317
N/A	\$125,413	\$130,764	\$163,819	\$167,279	\$170,781	\$174,807	\$179,424
N/A	N/A	\$129,175	\$134,687	\$168,734	\$172,297	\$175,905	\$180,051
N/A	N/A	N/A	\$133,051	\$138,728	\$173,796	\$177,466	\$181,182
N/A	N/A	N/A	N/A	\$137,042	\$142,890	\$179,009	\$182,790
N/A	N/A	N/A	N/A	N/A	\$141,153	\$147,176	\$184,380
N/A	N/A	N/A	N/A	N/A	N/A	\$145,388	\$151,591
N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$149,750

NEW COACHES

ROTEM 800 (BTC-4D)

Coach Put in Service in Year 1
Coach Put in Service in Year 2
Coach Put in Service in Year 3
Coach Put in Service in Year 4
Coach Put in Service in Year 5
Coach Put in Service in Year 6
Coach Put in Service in Year 7
Coach Put in Service in Year 8

Annual Unit Cost for Maintaining New Coaches - by Service Year							
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
\$112,161	\$116,727	\$132,546	\$135,421	\$138,326	\$141,638	\$145,583	\$150,019
N/A	\$115,526	\$120,228	\$136,522	\$139,483	\$142,476	\$145,887	\$149,950
N/A	N/A	\$118,992	\$123,835	\$140,618	\$143,668	\$146,751	\$150,264
N/A	N/A	N/A	\$122,561	\$127,550	\$144,836	\$147,978	\$151,153
N/A	N/A	N/A	N/A	\$126,238	\$131,377	\$149,181	\$152,417
N/A	N/A	N/A	N/A	N/A	\$130,025	\$135,318	\$153,657
N/A	N/A	N/A	N/A	N/A	N/A	\$133,926	\$139,378
N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$137,944

NOTES:

Cost includes both preventative and corrective maintenance, consistent with the manufacturer's requirements and warranty provisions.

Proposer to enter cost data in cells:

ATTACHMENT 6 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR OVERHAULED COACHES

ANNUAL UNIT COST FOR MAINTAINING OVERHAULED COACHES
ANNUAL MAINTENANCE COST - BASED ON THE YEAR OVERHAULED COACH IS PUT BACK IN SERVICE

OVERHAULED COACHES
KAWASAKI 1700 (CTC-4)

Coach Overhauled in Year 1
Coach Overhauled in Year 2
Coach Overhauled in Year 3
Coach Overhauled in Year 4
Coach Overhauled in Year 5
Coach Overhauled in Year 6
Coach Overhauled in Year 7
Coach Overhauled in Year 8

Annual Unit Cost for Maintaining Overhauled Coaches - by Service Year							
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
\$138,173	\$167,456	\$172,966	\$176,300	\$179,668	\$183,612	\$188,054	\$193,230
N/A	\$142,318	\$172,479	\$178,155	\$181,589	\$185,058	\$189,120	\$193,696
N/A	N/A	\$146,587	\$177,654	\$183,500	\$187,036	\$190,610	\$194,794
N/A	N/A	N/A	\$150,985	\$182,983	\$189,005	\$192,647	\$196,329
N/A	N/A	N/A	N/A	\$155,515	\$188,473	\$194,675	\$198,427
N/A	N/A	N/A	N/A	N/A	\$160,180	\$194,127	\$200,515
N/A	N/A	N/A	N/A	N/A	N/A	\$164,986	\$199,951
N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$169,935

OVERHAULED COACHES
KAWASAKI 700 (BTC-4, 4A, 4C)

Coach Overhauled in Year 1
Coach Overhauled in Year 2
Coach Overhauled in Year 3
Coach Overhauled in Year 4
Coach Overhauled in Year 5
Coach Overhauled in Year 6
Coach Overhauled in Year 7
Coach Overhauled in Year 8

Annual Unit Cost for Maintaining Overhauled Coaches - by Service Year							
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
\$113,273	\$128,715	\$133,695	\$136,683	\$139,715	\$143,156	\$147,254	\$151,822
N/A	\$116,672	\$132,576	\$137,705	\$140,784	\$143,907	\$147,451	\$151,672
N/A	N/A	\$120,172	\$136,554	\$141,837	\$145,007	\$148,224	\$151,874
N/A	N/A	N/A	\$123,777	\$140,650	\$146,092	\$149,358	\$152,670
N/A	N/A	N/A	N/A	\$127,490	\$144,870	\$150,474	\$153,838
N/A	N/A	N/A	N/A	N/A	\$131,315	\$149,216	\$154,989
N/A	N/A	N/A	N/A	N/A	N/A	\$135,254	\$153,692
N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$139,312

NOTES:

Cost includes both preventative and corrective maintenance, consistent with Overhaul Maintenance Manuals.

It is anticipated that the unit maintenance costs for the overhauled coaches will be less than that of the existing coaches (prior to overhaul).

Proposer to enter cost data in cells:

PROVIDED FOR REFERENCE ONLY - THIS IS NOT FILLED IN AS PART OF THE MAINTENANCE COST SCHEDULE

Annual Firm Fixed Price (FFP) Proposal Form – Year X of Operations (In 20XX Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year X Total \$ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime	Benefits Uplift % ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	\$ or \$/hr	\$	%	\$	\$
Example 1 - a general manager (\$)	Direct Labor	1	1	\$ 100,000.00		30.0%		\$ 130,000
Example 2 - labourers (\$/hour)	Direct Labor	20	2080	\$ 21.93	\$ 100,000	30.0%		\$ 1,285,974
Example 3 - IT cost	Service	0	1			0.0%	\$ 1,000,000	\$ 1,000,000

Mechanical Services

Management incl Superintendents	Direct Labor							\$ -
Technical Services, Quality, Special Projects	Direct Labor							\$ -
Fitters/Mechanics	Direct Labor							\$ -
Electricians	Direct Labor							\$ -
Foremen	Direct Labor							\$ -
Laborer/Other	Direct Labor							\$ -
Cleaning	Direct Labor							\$ -
Locos	Materials							\$ -
Control Trailers	Materials							\$ -
Trailers	Materials							\$ -
Non-Revenue Fleet	Materials							\$ -
Mid-life Overhauls of Traction Motors	Service							\$ -
Corrective Work	Service							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Spare	Spare							\$ -
Sub Total - Mechancial Services		-						\$ -

Less: Management incl Superintendents	Direct Labor							\$ -
Less: Non-Revenue Fleet	Materials							\$ -
Less: Management & Non-Revenue Fleet								\$ -

Mechanical Services - Excluding Management & Non-Revenue Fleet

\$ -

Note: For the purpose of comparing the Mechanical Services costs in the Price Proposal (FFP Form) to the Existing Fleet total costs included in Maintenance Cost Schedule (Attachment 3 to Appendix B), fixed costs ("Management incl Superintendents") and expenses not associated with maintaining revenue service vehicles ("Non-Revenue Fleet") shall be

For each year, this must equal the amount shown in Attachment 3 (total existing fleet cost).